



POSITION DESCRIPTION (Please Read Instructions on the Back)						1. Agency Position No <b>DFEE00041</b>	
2. Reason for Submission <input type="checkbox"/> Redescription <input type="checkbox"/> Reestablishment		3. Service <input checked="" type="checkbox"/> Hdqtrs <input type="checkbox"/> Field		4. Employing Office Location Scott AFB, IL		5. Duty Station Scott AFB, IL	
6. OPM Certification No		7. Fair Labor Standards Act <input checked="" type="checkbox"/> Exempt <input type="checkbox"/> Nonexempt		8. Financial Statements Required <input checked="" type="checkbox"/> Executive Personnel <input type="checkbox"/> Employment and Financial Disclosure Financial Interests		9. Subject to IA Action <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Explanation (Show any positions replaced)		10. Position Status <input type="checkbox"/> Competitive <input checked="" type="checkbox"/> Excepted (Specify in Remarks) <input type="checkbox"/> SES (Gen.) <input type="checkbox"/> SES (CR)		11. Position is <input type="checkbox"/> Supervisory <input type="checkbox"/> Managerial <input checked="" type="checkbox"/> Neither		12. Sensitivity <input type="checkbox"/> 1 Non-Sensitive <input type="checkbox"/> 2 Noncritical Sensitive <input checked="" type="checkbox"/> 3 - Critical Sensitive <input type="checkbox"/> 4 - Special Sensitive	
13. Competitive Level		14. Agency Use					
15. Classified/Graded by		Official Title of Position		Pay Plan		Occupational Code	
a. U.S. Office of Personnel Management							
b. Department, Agency or Establishment		HQE of AT21 Special Strategic Advisor		EE		0301	
c. Second Level Review						00	
d. First Level Review							
e. Recommended by Supervisor of Initiating Office							
16. Organizational Title of Position (if different from official title)				17. Name of Employee (if vacant, specify)			
18. Department, Agency, or Establishment DEPARTMENT OF DEFENSE				c. Third Subdivision			
a. First Subdivision United States Transportation Command				d. Fourth Subdivision			
b. Second Subdivision Chief of Staff (TCCS)				e. Fifth Subdivision			
19. Employee Review - This is an accurate description of the major duties and responsibilities of my position				Signature of Employee (optional)			
20. Supervisory Certification. I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out Government functions for which I am responsible. This certification is made with the knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds, and that false or misleading statements may constitute violations of such statutes or their implementing regulations.							
a. Typed Name and Title of Immediate Supervisor WILLIAM JOHNSON, MAJ GEN, USA Chief of Staff, USTRANSCOM				b. Typed Name and Title of Higher-Level Supervisor or Manager (Optional)			
Signature <i>William Johnson</i> Date <i>30 June 09</i>				Signature _____ Date _____			
21. Classification/Job Grading Certification. I certify that this position has been classified/graded as required by Title 5, U.S. Code, in conformance with standards published by the U.S. Office of Personnel Management, or, if no published standards apply directly, consistently with the most applicable published standards.				22. Position Classification Standards Used in Classifying/Grading Position			
a. Typed Name and Title of Official Taking Action  ALISON P. STOGSDILL, YC-03 Deputy Director, Air Force Senior Executive Management				Information for Employees. The standards, and information on their application, are available in the personnel office. The classification of the position may be reviewed and corrected by the agency or the U.S. Office of Personnel Management. Information on classification/job grading appeals, and complaints on exemption from FLSA, is available from the personnel office or the U.S. Office of Personnel Management.			
Signature <i>Alison P. Stogsdill</i> Date <i>30 June 09</i>							
23. Position Review		Initials		Date		Initials	
a. Employee (optional)							
b. Supervisor							
c. Classifier							
24. Remark							
Service CPF: 375 FSS/FSMC Precedence Priority Code for Protocol Purposes: DV-6							
25. Description of Major Duties and Responsibilities (See Attached)							

**POSITION DESCRIPTION FOR  
HIGHLY QUALIFIED EXPERT (HQE)  
AT21 STRATEGIC SPECIAL ADVISOR**

**I. INTRODUCTION**

Function: US Transportation Command (USTRANSCOM) was activated at Scott AFB in 1987 to manage the Defense Transportation System (DTS). The command has the charter to optimize decision making across the entire transportation system, by providing effective and efficient air, land, and sea transportation for the Department of Defense (DOD), in times of peace and war. The command is accomplishing its responsibilities through the strategic initiatives of the Agile Transportation for the 21st Century (AT21), which provides for a suite of decision support tools capitalizing on emerging technology to enhance command and control of the DTS operations. AT21 efforts will support the Combatant Commanders with improved, rapid, and collaborative transportation planning to support any force deployment.

Purpose:

The incumbent will provide highly qualified civilian AT21 strategic expertise to serve as a special advisor to the USTRANSCOM Chief of Staff. The AT21 special advisor will facilitate continuous improvement and innovation of policies, plans, programs, processes, and information technology investments pertaining to AT21 efforts. The incumbent will have impact on Joint Service transportation and logistics movement, sustainment, and retrograde operations during war and peace time. The incumbent will make policy and procedural recommendations to the TCAQ Program Manager, Chief of Staff, Deputy Commander, Joint Staff, OSD, COCOMs, Services and other agencies on AT21 efforts. The position will collaborate with Joint Staff, OSD, Industry, and other Combatant Commands in the areas of best practices, COTS solutions, core processes, and encourage rapid prototyping and business case studies on transportation and supply chain management.

**II. PRINCIPAL DUTIES AND RESPONSIBILITIES**

A. Reports directly to the Chief of Staff of USTRANSCOM in performance of the following duties and responsibilities:

1. Serves as a primary advisor to the Chief of Staff on future concepts, assessments, systems integrations, strategic planning, and resources related to AT21 programs and efforts. Develops strategies and plans that build and maintain successful partnerships with customers and industry in the execution of AT21 to ensure concepts and plans are fully and properly considered in USTRANSCOM's Distribution Process Owner role.

2. As the Command's AT21 strategic advisor, provides technology vision and advice in the development and implementation of AT21 IT projects. Assist the command staff in planning, developing, assessing, and implementing enterprise information systems to support both distributed and centralized transportation operations while achieving more cost effective enterprise-wide for AT21 efforts.

3. Represents the Command as an AT21 functional expert on committees, boards, and panels. Attends and participates in meetings and conferences with higher-level officials of the Joint Staff, OSD, DoD Services, Combatant Commands, industry, academia, other agencies, and professional organizations focusing on projects and status that impacts their organizations. Within Command policies, make recommendations and take action on matters discussed at these gatherings. Offer effective, visible, and timely advocacy and takes corrective action on USTRANSCOM policies and actions in a sensitive manner.

4. Liaison, coordinate, and synchronize with key federal and government officials, private industry, and command staff to strengthen USTRANSCOM's image, reach, and influence on the AT21 efforts. Develop partnerships, collaborations, and linkages among and between key contacts, institutions, federal agencies and departments.

5. Distribute relevant AT21 information to USTRANSCOM senior officers and provide insight/context. Support and contribute to overall strategic AT21 efforts and assist in ensuring that concepts and communications are strategically aligned.

6. Travel with senior leaders of USTRANSCOM and/or staff officers, to offer strategic AT21 counsel to establish, implement, and promote AT21 concept and efforts.

### **III. CONTROLS OVER WORK**

Work is performed under the very general administrative supervision of the Chief of Staff of USTRANSCOM. The position has responsibility for assigned areas and is permitted maximum latitude for independent judgment to plan and execute assignments. Reliance is placed on the individual in determining means and methods to achieve specific goals and objectives. The majority of the problems and issues, which the incumbent addresses, are extremely complex in scope and subject to numerous variables in which very few existing solutions apply. Incumbent is expected to exercise a high degree of creativity and innovation in applying sound, mature judgment to develop effective solutions to a wide range of technical problems and issues.



#### IV. OTHER SIGNIFICANT FACTS

Incumbent must possess an extensive knowledge of DOD transportation and logistics regulations, principles, and background. Knowledge of logistics and information technology research processes and activity techniques processes to apply the latest thoughts, concepts, and assessments for AT21 and command mission areas. Incumbent must possess knowledge of DOD budget and funding processes and the ability to advocate for these funds. A high degree of initiative to analyze complex situations, identify problems, probe causes, interpret solutions, and render independent decisions is required.

The incumbent must have the skill, ability, and professional stature to support and defend, as well as influence, program and policy decisions at the highest levels of the government and industry. Due to frequent participates in briefings, conferences, and studies at senior and executive levels, incumbent must possess a high degree of oral and written communication skills.

Position requires travel under conditions specified in the DOD Joint Travel Regulations. Incumbent is expected to travel on short notice to attend high-level meeting with components, other combatant commands, services, OSD, JCS, contractors, and government agencies to obtain quick solutions to problems and ability to gather information to assist in decision processes.

This position has been designated as a Testing Designated Position (TDP) under the Air Force Civilian Drug Testing Program. Illegal drug use by employees in sensitive positions present a clear threat to the mission of the Air Force, national security, and public.

Incumbent must file SF 278, Executive Branch Public Financial Disclosure Report.

Incumbent must be able to obtain and maintain a TOP SECRET/SCI security clearance.



# NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) POSITION DESCRIPTION

## POSITION AND HIRING INFORMATION

1. POSITION NUMBER 9SN1174	2. POSITION TITLE Program Analyst				3. OCCUPATIONAL CODE 0343
4. ORGANIZATIONAL TITLE Critical Infrastructure Program Manager		5. CAREER GROUP Standard	6. PAY SCHEDULE YA	7. PAY BAND 02	8. TARGET PAY BAND
9. OPM FUNCTIONAL CODE		10. DRUG TEST YES X NO			11. BUS CODE 8888
12. FAIR LABOR STANDARDS ACT N X E 5 CFR 551.206		13. SUPERVISORY STATUS DoD-8/ AF-8			
14. KEY/EMERGENCY ESSENTIAL No		15. MOBILIZATION INDICATOR A. Position not required upon mobilization.		16. ENVIRONMENTAL/HAZARD DIFFERENTIAL N/A	
17. CERTIFICATION REQUIRED YES X NO					
18. POSITIVE EDUCATION REQUIREMENTS YES X NO		19. LANGUAGE REQUIRED YES X NO		20. LANGUAGE IDENTIFIER N/A	
21. FINANCIAL STATEMENTS REQUIRED YES X NO		22. POSITION SENSITIVITY Critical-Sensitive		23. PAY POOL IDENTIFIER	
24. LAUTENBERG/SMITH AMENDMENT YES X NO					

## 25. DUTIES

Plans, programs, and executes USTRANSCOM Critical Infrastructure Program (CIP) in the Operational J3 environment. Develops and maintains a database of critical assets supporting analyses of interdependencies among critical assets of other DOD and non-DOD organizations. Provides graphic depiction of the status of those assets via active participation in exercises, modeling and real world crises in direct support of the USTRANSCOM Deployment Distribution Operations Center. CIP Working Group lead which is comprised of representatives from the three Transportation Component Commands and USTRANSCOM staff. Provides guidance and elicits their support for the USTRANSCOM CIP. Represents the command as a senior specialist on the DOD CIP Integration Staff led by Office of the Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs; the Operations Advisory Board led by the Joint Staff; and the Defense Infrastructure Sector Council, a consortium of DISLAs within the DOD CIP community. Understands, applies and integrates full spectrum of threat response reaction/mitigation to events ranging from terrorist attacks to natural disasters and catastrophic accidents. In coordination with DOD component representatives, Department of Homeland Security representatives, and other organizations, identifies, prioritizes and assesses worldwide physical and cyber infrastructures critical to USTRANSCOM's global mobility missions to help assure availability as needed to support geographic combatant commanders. Interacts frequently with interagency representatives of non-DOD agencies such as the Transportation Security Administration, Maritime Administration, and U.S. Coast Guard to ensure CIP collaboration. Develops and annually updates a detailed Defense Infrastructure Sector Assurance Plan and incorporates appropriate physical security, policy security and administrative security measures that serve as the foundation of the command's CIP. Establishes methods to coordinate processes, organizational responsibilities, planned activities, and relationships with other governmental organizations and related programs to effect identification and protection of key elements of the Transportation Sector. Prepares Performance Work Statements to accomplish specific tasks. Manages a workforce of one Army O4 billet and 13 contracted employees. Serves Quality Assurance Personnel. Administer/monitor multi-million dollar CIP contract. Submit performance reports as needed and rendered.

## 26. POSITION'S ORGANIZATION

TCJ3-FC

## 27. POSITION OCCUPIED

Competitive

## 28.a. DUTY STATION (City - County - State)

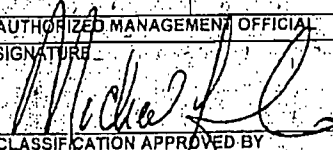
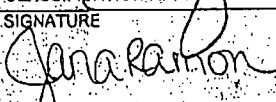
Scott Air Force Base/St. Clair/Illinois

## b. GEOGRAPHICAL LOCATION CODE

177835163

## 29. CORE COMPETENCIES

Percentage	Skill Code	Shred	Subshred	Literal Translation
40%	ARL	PLN		Program Analysis/Planning
30%	FKM			Transportation
30%	ABU	PCU		Physical Security/Security Administration

NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) POSITION DESCRIPTION				
30. COMPONENT INFORMATION				
a. STANDARD OCCUPATION CODE (SOC)	b. NATIONAL GUARD BUREAU DUAL STATUS      NON-DUAL STATUS		c. AIR/ARMY RESERVE TECHNICIAN YES      NO	
d. AF SPEC CODE/ MIL OCCUPATIONAL SPEC 3A071	e. ROLE	f. SPECIALTY	g. SCOPE AND IMPACT	
h. ORGANIZATIONAL ENVIRONMENT INSTALLATION	i. CAREER FIELD/ COMMUNITY N - LOGISTICS	j. RESERVED FOR COMPONENT USE ORG Func Code: PPY Centrally Managed Code: 2 Comp Lev Code: K7&A		k. PPP OPTION CODE
32. SKILLS INFORMATION				
1. Knowledge of DOD and commercial transportation-based systems and architectures. 2. Knowledge of Physical Security, Security Administration, Antiterrorism and Force Protection policies, programs, and execution. 3. Knowledge of National CIP Issues, including the Department of Homeland Security, DOD CIP and the ten Defense Infrastructure Sectors. 4. Knowledge of the missions and functions of USTRANSCOM and its Transportation Component Commands, DOD, and the Military Departments and Services. 5. Skill in written and oral communication. 6. Ability to plan, organize, and lead others in studies or projects and to negotiate effectively with senior management to accept and implement recommendations. 7. Skill in evaluating and resolving complex problems. 8. Knowledge of Quality Assurance Personnel responsibilities and procedures. 9. Knowledge of the Planning, Programming, Budgeting, and Execution System.				
33. CONDITIONS OF APPOINTMENT				
1. A Top Secret security clearance with SCI access is required. 2. Required to travel by military and/or civilian aircraft in the performance of official duties. 3. Overtime may be required.				
34. OTHER REQUIREMENTS				
a. DOD RESERVED	b. DOD RESERVED	c. DOD RESERVED	d. DOD RESERVED	e. COMPONENT USE
35. AUTHORIZED MANAGEMENT OFFICIAL				
a. SIGNATURE 		b. TITLE Chief, Force Protection		c. DATE (YYYY/MM/DD) 2008/02/20
36. CLASSIFICATION APPROVED BY				
a. SIGNATURE 		b. TITLE HR Specialist (Classification)		c. DATE (YYYY/MM/DD) 2009/02/20



# AIR FORCE STANDARD CORE PERSONNEL DOCUMENT (SCPD)

(b)(6)

ORGANIZATION: <sup>3-01</sup>USTC/J5-RE

SCPD NUMBER: 9S42665

SUPV LEVEL CODE: 8

COMP LEVEL CODE: ~~K78A~~

TARGET GRADE: ~~13~~ 4A-02

FLSA: Exempt

JOB SHARE: No

CAREER PROG ID: No

SENSITIVITY: Critical Sensitive

BUS: 1036- 8888 B7C 8/1/06

EMERGENCY ESS: No

DRUG TEST: No

KEY POSITION: No

POSITION HIST: Replaces 9S41650

CLASSIFICATION: Program Analyst, ~~CS-343-13~~ 4A-343-02 13T 10/9/06  
DUTY TITLE:

ORG & FUNC CODE: OPY

1ST SKILL CODE: 50% ARLCMW Program Analysis/Contingency/Mobility/War Plan

2ND SKILL CODE: 25% ARLPLN Program Analysis/Planning

3RD SKILL CODE: 25% ARLDTS Program Analysis/Data Systems

SCPD DEVELOPED AND CLASSIFIED BY: HQ AFPC/DPCMC,

**CLASSIFICATION CERTIFICATION:** SCPD adequately and accurately reflects the local work situation to meet classification, staffing, and performance management purposes.

*Barb Jermis*

9 Nov 04

CLASSIFIER SIGNATURE

DATE

**SUPERVISORS CERTIFICATION:** I certify that this SCPD is an accurate statement of the major duties, knowledges, skills, and abilities, responsibilities, physical and performance requirements of this position and its organizational relationships. The position is necessary to carry out government functions for which I am responsible. This certificate is made with the knowledge that this information is to be used for statutory purposes relating to appointment and pay, public funds and that false or misleading statements may constitute violations of such statutes or their implementing regulations.

*Cheryl H. Mann*

9 Nov 04

SUPERVISOR SIGNATURE

DATE

## CERTIFICATION:

Rater/Supv.				
Date				
Reviewer				
Date				
Employee*				
Date				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

NSPS-  
IAW DOD (1400.15M (4-28-06))  
Employee's performance plan is superseded by  
NSPS guidelines and is documented on DOD Form 2906

POS CODE: Position is hereby put for  
...  
OFFICIAL

## **Program Analyst**

GS-0343-13

### PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:

The primary purpose of this position is: Incumbent is the Joint Lesson Learned Program (JLLP), Remedial Action Program (RAP) Cell Section Chief. Responsible for providing and developing technical management, recommendations, and expertise to the Director, Strategy, Plans, Policy, and Programs, concerning the performance and analytical support of Joint Lesson Learned Program (JLLP), Remedial Action Program (RAP), Joint After Action Report (JAAR), Joint Training Information Management System (JTIMS), and Global Status of Resources and Training (GSORTS) programs. The purpose of which is to be the USTRANSCOM's spokesperson to the Joint Staff by defining, and reporting deficiencies and effectiveness of joint systems and applications in support of the warfighter. Serves as Lessons Learned Cell leader and is responsible for establishing, assigning, and prioritizing work assignments within the cell. In addition the incumbent provides instructional guidance on procedures and processes for USTRANSCOM staff and the Transportation Component Commands (TCCs) to follow while in the execution of assigned missions.

The organizational location of this position is: Lessons Learned Cell, Readiness, Exercise & Training Branch, Plans & Readiness Division, Strategy, Plans, Policy, and Programs Directorate, US Transportation Command (USTRANSCOM), Scott Air Force Base, IL.

---

### ORGANIZATIONAL GOALS OR OBJECTIVES:

The organizational goals or objectives of this position are: To provide leadership, analytical and technical support, and manage the effective and efficient execution of all phases of the Joint Training System (JTS) and all facets of the Joint Quarterly Readiness Report (JQRR) process within USTRANSCOM, and to provide comprehensive JTS and JQRR subject matter expertise and assistance to, and oversight on, the Transportation Component Commands (TCCs) JTS implementation and JQRR completion.

---

### **DUTY 1:**

### **Critical**

Joint Lessons Learned Program (JLLP) and Joint Training Information Management System (JTIMS) Program Manager. Serves as the USTRANSCOM single point of contact for the commands Lessons Learned Program LLP and JTIMS programs and represents CDR USTRANSCOM at Joint Staff (JS) and Supported Combatant Commander forums. Serves as the command POC at Joint-Staff sponsored JLLP and JTIMS conferences, advocate meetings and task/working group meetings. Manages, analyzes, and provides sound management practices and instructions for USTRANSCOM's JLL program. Instructs USTRANSCOM staff and TCC members on a regular basis or as required, on the methodology, procedures, and benefits of a well managed lessons learned program and proper reporting instructions. Prepares and briefs Director, Strategy, Plans, Policy, and Programs and USTRANSCOM staff on the program. Ensures lessons learned and deficiencies are documented during all operations

and exercises, and during day-to-day activities as appropriate. Serves as the point of contact for completion and collection of lessons learned observation reports, and after action items from the USTRANSCOM staff and the TCCs subsequent to all exercises and operations, or at designated phase points during, exercises and operations. Compiles and screens observation reports and after action item inputs for completeness, proper format, and general content. Analyzes the JLL inputs and advises or proposes solutions to originator to ensure suitability, acceptability, validity, and feasibility of all submissions. Proposes changes to organizational structure, functional responsibility, and/or process design to optimize efficiency and effectiveness of the JLL program. Manages the entry of screened reports into a lessons learned database using Windows Joint Instructional Input Program (WJIIP) software, thereby updating the USTRANSCOM comprehensive JLL database. Compiles, drafts and finalizes USTRANSCOM instructions governing the lessons learned process and ensures pertinent command directives are current and in compliance with the latest JCS guidance, as well as lessons learned from other unified and specified commands. Performs JLL searches, and extracts relevant JLL reports and provides refined and pertinent information as requested. The incumbent serves as the USTRANSCOM single point of contact for the commands Joint Training Information Management System (JTIMS). Represents USTRANSCOM at JTIMS User Advocate Group (UAG) and Configuration Management Board (CMB) meetings and casts the USTRANSCOM single vote on issues presented. Participates in development, implementation, and evaluation of hardware and software upgrades to assure they meet USTRANSCOM-unique requirements. Incumbent is the USTRANSCOM's expert at users advocate meetings and task/working groups to address and identify voids in documentation, make appropriate changes, and establish JTIMS rules and definitions for USTRANSCOM staffs to follow.

#### STANDARDS:

- A. Annually reviews all CJCS directives and policies pertaining to the JLLS, or more frequently as required. Prepares, promulgates, and executes plan of action to collect all USTRANSCOM and TCC JLLs inputs, and also those provided to USTRANSCOM from external sources.
- B. Regularly oversees and evaluates all USTRANSCOM, TCC, and external JLLs inputs submitted on exercises, operations, and/or events participated in or pertinent to USTRANSCOM and the TCCs.
- C. Responsible for updating USTRANSCOM electronic databases of all Joint Staff and command JLL on quarterly basis, or more frequently as required.
- D. Often participates in development, implementation, and evaluation of hardware and software upgrades to assure they meet USTRANSCOM-unique requirements.



**DUTY 2:**

**CRITICAL**

Remedial Action Program (RAP) Program Manager. Functions as overall RAP program manager for USTRANSCOM in accordance with Chairman Joint Chiefs of Staff (CJCS) and USTRANSCOM Instructions. Receives, reviews, and checks for critical elements, of all lessons learned and after action reports submitted by USTRANSCOM staff and TCCs. Evaluates each report and determine if the report may be entering them into the formal RAP process or is information to pass along to the Joint Center for Lessons Learned (JCLL). Plans, coordinates, organizes, and facilitates the USTRANSCOM RAP Working Group (WG). Plans and organizes the USTRANSCOM Senior Group (SG) chaired by the Director, Strategy, Plans, Policy, and Programs. Prepares agenda and read-ahead documents for both WG and SG and distributes them to the group members. Records and reports the results of WG and SG meetings to the Director, Strategy, Plans, Policy, and Programs, and the CDR USTRANSCOM. Coordinates the interface of the USTRANSCOM RAP Program with the JCS RAP Program. Conducts analysis and develops RAP Program reports for the Director, Strategy, Plans, Policy, and Programs, to forward to the Joint Staff. Serves as USTRANSCOM representative to the JS Working Group, and reviews and prepares material for USTRANSCOM representative to attend JS SG. Serves as OPR for USTRANSCOM regulation governing RAP program. Briefs JS WG on status of JCS RAPS assigned to USTRANSCOM.

**STANDARDS:**

- A. Annually reviews of all CJCS directives and policies pertaining to the RAP, or more frequently as required. Plans, prepares, and conducts review of outstanding USTRANSCOM RAPs and reports to JTS coordinator.
- B. Regularly oversees and ensures assigned office of primary responsibility (OPR) within USTRANSCOM and at the TCCs provide updates to the RAP database for cognizant Joint Staff assigned and USTRANSCOM-assigned RAP program items.
- C. Semi-annually plans, prepares, convenes, and conducts RAP working group (WG) and Senior Group (SG) conferences at USTRANSCOM in coordination with scheduled Joint Staff-RAP WG and SG events, and reports results to Joint Staff coordinator.
- D. Evaluates all outstanding, USTRANSCOM, TCC, and external RAPs and develops RAP material and briefing for CDR USTRANSCOM representative to attend the semi-annual Joint Staff WG and semi-annual SG.
- E. Routinely updates USTRANSCOM and Joint Staff RAP databases. Processes emerging RAP inputs, and manages established RAPs.

KSA: 1,2,3,4,5,6

---

**DUTY 3:**

**Critical**

Serves as the Joint After-Action Report (JAAR) Manager for USTRANSCOM. Serves as the point of contact for after-action inputs from the USTRANSCOM staff, and reports from the TCCs, submitted on exercises or operations. Compiles and evaluates inputs and reports for completeness, compliance with format, and content. Analyzes after action items and reports for trends and issues applicable to upcoming or ongoing operations and exercises, or to the joint transportation community. Advises senior officers of archived after action items that apply to anticipated or actual operations to minimize recurrence of problems. Advises exercise and war game designers of after action issues relevant to the exercise objectives and scenario in order to minimize systems, procedures, and resource shortfalls, and enhance exercise design efficiency and effectiveness. Documents analytical findings for presentation to senior officers. Recommends solutions to identified deficiencies, further training required, and other action necessary to correct negative or shortfalls. Coordinates joint after-action reports with USTRANSCOM staff and TCCs, and ensures a final suitable for release by a senior officer to the Joint Staff and/or external agencies and commands. Maintains USTRANSCOM regulation governing the JAAR process up-to-date with latest JCS guidance and other revision as required.

**STANDARDS:**

- A. Annually reviews and updates Command regulations and directives pertaining to JAAR and disseminate them in accordance with joint doctrine and command policy.
- B. Provides timely guidance and assistance to USTRANSCOM staff and members through both written and computer-based instructions on JAAR requirements as required by operational and exercise timelines.
- C. Thoroughly reviews, assesses, and reports on JAARs submitted by TCCs to USTRANSCOM to the JTS coordinator, and senior leadership as required. Compiles, records, and reports results of after action reviews to USTRANSCOM senior leadership as required.
- D. Maintains, and annually updates USTRANSCOM JAAR archival database. Updates USTRANSCOM JAAR archival database.

KSA: 1,3,6,7

---

**DUTY 4:****Critical**

Acts as expert and primary point of contact for the Global Status of Resources and Training System (GSORTS) pertinent to USTRANSCOM. Responsible for supervising, planning, developing, coordinating, and implementing command reporting policy and procedures to properly manage GSORTS issues. In addition, serves as database administrator for USTRANSCOM GSORTS, and is member of GSORTS User Review Panel (URP).

**STANDARDS:**

- A. Routinely coordinates with Transportation Component Commands (TCC) to ensure updates are made into GSORTS monthly.
- B. Almost always develops and provides supplemental instruction to TCC's GSORTS representatives.
- C. Regularly reports on effectiveness, efficiency, and productivity of GSORTS to Director, Strategy, Plans, Policy, and Programs.

**KSA: 2,3,4**

---

**DUTY 5:****Critical**

Serves as the lessons learned cell leader and receives general assignments from the division chief who outlines overall objectives. Serves as project team leader over one contractor and one marine reservists performing LL duties. Work assignments provide latitude for independent investigation, research, and planning to demonstrate initiative and resourcefulness. Serves as Joint Exercise Controller/Evaluator during designated joint exercises. Participates in the Joint Exercise Control group (JECG), as specified by exercise design, to effect event coordination and task evaluation in concert with JS and USTRANSCOM objectives. Conducts observation and collects data and information during exercises and operations on the USTRANSCOM CAT, staff, and the TCCs pertinent to JLL, RAP, and JAAR, or as directed by supervisor. Performs crisis action team (CAT) duties. Performs duty with the CAT or Crisis Response Team (CRT) during exercises and contingencies as required.

**STANDARDS:**

- A. In most cases, attends CPX design conferences as required by designated exercises' schedules, and coordinates closely with CPX planners, to ensure effective and efficient address of JLL and JAAR requirements.

- B. Normally reviews exercise and training objectives for specified exercises and training- events to determine relevance to outstanding JLL and RAP items.
- C. Routinely prepares and presents briefings on assigned CAT duties. Maintains general understanding and skill with specified software programs requisite to day-to-day Deployment Distribution Operations Center (DDOC) operations.

KSA: 1,2,3,6,7

---

**RECRUITMENT KNOWLEDGE, SKILLS, AND ABILITIES (KSA):**

1. Expert knowledge and skill to gather, assemble, and analyze lessons learned and after action items, draw conclusions, assess recommendations, and devise solutions to problems, and identify changes and trends.
2. Expert skills in applying analytical and evaluative techniques to the identification, consideration, and resolution of issues or problems concerning efficiency and effectiveness of program's implementation.
3. Professional ability to communicate effectively, both orally and in writing-, with all levels of personnel from the Office of Secretary of Defense (OSD), Services, Defense Agencies, Joint Staff, TCCs, and government contractors to resolve problems, provide direction and or present briefings.
4. Ability to use personal computer and applicable software programs to manage programs implementation/conduct, and concurrently, to use specific, applicable data-management software programs.
5. Ability to plan, prepare, and facilitate conferences and post-event reviews.
6. Expert ability to resolve very broad, complex problems involving diverse organization, multiple approving authorities, and a variety of policies and controls.
7. Expert skills in conducting studies, analyzing findings, developing required policies and procedures, and making recommendations to OSD, Joint Staff, TCCs, and USTRANSCOM Staff.

**Factor 1, Knowledge Required by the Position**

**Level 1-8**

**1550 points**

Expert knowledge and skill in applying analytical and evaluative methods and managerial techniques to the measurement and improvement of the efficiency and effectiveness of the JLL, RAP, JTIMS, JAAR, and GSORTS programs.

Expert knowledge and skill in applying analytical and evaluation methods and techniques to new data input and historical records/archival information resident in assigned program

Expert knowledge of the JCS Joint Training Information Management System (JTIMS), the primary base-scheduling tool as directed by the JCS J7.

Extensive knowledge of the component scheduling tools with an understanding of the movement toward joint scheduling tool interoperability with JTIMS as the primary base scheduling tool.

In depth knowledge of U.S. military organization (joint service, including guard and reserve), their missions, capabilities, and limitations to interface intelligently and expeditiously with subordinate and senior commands.

Knowledge of the Joint Operations, Planning, and Execution System (JOPES) is required, particularly the crisis action planning procedures, to include initial Time Phased Force Deployment Data (TPFDD). This knowledge is required to monitor the movement of personnel and materiel in support of the deployment process.

Knowledge of air, land, and maritime concepts and principles: DOD military command and control operations, command and control of air, land, and maritime forces, geographical areas of responsibility as it pertains to the geographical Commands, air, land, and maritime combat operations at both the operations and strategic levels of war.

Expert knowledge of CJCS, USTRANSCOM regulations, policies, procedures, precedents, and command guidance pertinent to the implementation, management, and evaluation of the JLL, RAP, JTIMS, JAAR, and GSORTS programs, techniques joint military operations, joint exercises, and joint evaluations.

Expert knowledge of command and management relationships, processes, procedures, and techniques that pose complex and sensitive challenges to the prosecution of the JLL, RAP, JTIMS, JAAR, and GSORTS programs, and the in-depth experience, judgment, and creativity to resolve problems that interrupt normal corrective action.

Knowledge and skill in obtaining higher authority approval and support for recommendations, which have substantial impact on fiscal, administrative, and personnel resources of USTRANSCOM, and which may conflict with, or compete against, other command requirements or be contrary to normal operating procedures.

Knowledge and the ability to interpret and develop policy, regulations, procedures and system processes to enhancements of the JLL, RAP, JTIMS, JAAR, and GSORTS programs.

Expert knowledge to delineate programs' elements, assign multiple taskings and manage assigned personnel to accomplish complex, comprehensive program success.

In-depth knowledge of staff coordination and writing procedures at USTRANSCOM for the purpose of briefing General and Flag Officers on JLL, RAP, JTIMS, JAAR, and GSORTS program issues.

**Factor 2, Supervisory Controls****Level 2-4     450 Points**

Supervisor provides administrative direction with broadly defined assignments, which are discussed with employee as to scope, milestones, and possible approaches. The incumbent works with a high degree of independence and must rely on professional judgment, technical background and personal initiative in selecting and dealing with matters under the incumbent's cognizance. Work is infrequently reviewed in progress, but normally as completed work and review is usually limited to such matters as soundness of approach, feasibility of recommendations, fulfillment of objectives.

**Factor 3, Guidelines****Level 3-4     450 Points**

Guidelines include DOD, services and USTRANSCOM broad and nonspecific policy statements, technical guidelines and regulations, office Standard Operating Procedures, precedents, and lessons learned from previous projects. The incumbent must exercise the highest degree of initiative and independent judgment in interpreting and applying all guidelines to effectively implement the CJCS Joint Training System as the USTRANSCOM's mission, military strategy, and command taskings. In making decisions the employee is often required to depart from past approaches and to develop new techniques to meet major objectives without compromising command objectives. The incumbent will be required to analyze, interpret, and evaluate a broad range of highly complex factors to develop appropriate policies, plans, procedures, and guidelines. The incumbent will be looked upon as an authority and technical expert regarding USTRANSCOM's JLL, RAP, JTIMS, JAAR, and GSORTS programs.

**Factor 4, Complexity****Level 4-5     325 Points**

Incumbent identifies, develops, and executes various program plans, research, and analytical techniques of controversial matters of great complexity. The incumbent uses guidelines available and knowledge of the dynamic USTRANSCOM mission to achieve the commander's training objectives. This frequently requires flexibility in implementing the CJCS Joint Training System as the USTRANSCOM mission, military strategy, and command taskings expand and continually evolve. In making decisions the employee is often required to depart from past approaches and to develop new techniques to meet major objectives without compromising exercise and operational objectives. The incumbent will be required to analyze, interpret, and evaluate a broad range of highly complex factors to develop appropriate policies, plans, procedures, and guidelines. The real challenge for the incumbent is to identify problems and develop recommended solutions before they adversely impact upon readiness or ongoing operations.

**Factor 5, Scope and Effect****Level 5-4     225 Points**

Incumbent is responsible for the efficient and effective operation of the Joint Lessons Learned Cell of the Readiness, Exercise, and Training Branch (TCJ5-RE). The primary

purpose of the work is to establish priorities and overall supervision of the cell and provide technical expertise in management of USTRANSCOM's JLL, RAP, JTIMS, JAAR, and GSORTS programs. Decisions and recommendations made by the employee can affect the operations effectiveness of USTRANSCOM's ability to support the warfighter and ability to achieve training objectives.

**Factor 6, Personal Contacts**

(see Factor 7)

Routine face-to-face personal contacts by the incumbent are required with individuals both within and outside USTRANSCOM. Contacts regularly include (but not limited to) Joint Staff, USTRANSCOM directors and commanders, military and civilian management officials, and government contractors. Incumbent is able to effectively represent USTRANSCOM before Flag and General officers, Interagency senior executives, Joint Staff, and senior DOD officials.

**Factor 7, Purpose of Contacts**

**Level 6/7-3-c 180 Points**

Contacts are required to identify and resolve issues and to provide direction, guidance, and tasking to subordinates. Additionally, contacts are required to provide advice to senior command leadership. Contacts are also required to brief, support, persuade and justify USTRANSCOM's position concerning JLL, RAP, JTIMS, JAAR, and GSORTS programs to higher authority to resolve complex and controversial issues. As a recognized authority in the various program areas, the incumbent participates in senior level meetings, symposiums and conferences of critical importance.

**Factor 8, Physical Demands**

**Level 8-1 5 Points**

Physical activity is minimal, however, incumbent will often be involved in time-sensitive, stressful, fatiguing work-related situations requiring a variety of simultaneous taskings and responses. Work involves some walking, standing, bending or carrying light items such as files, computer products or office supplies.

**Factor 9, Work Environment**

**Level 9-1 5 Points**

The work is performed in a normal office environment. Work is usually performed at a desk in an adequately lighted and climate controlled office. The work environment may vary while the employee is performing duty at various locations.

**Other significant facts pertaining to this position are:**

1. This position requires the incumbent to have a Top Secret clearance and eligible for access to Sensitive Compartmentalized Information (SCI).
  2. Work may occasionally require travel away from the normal duty station on military or commercial aircraft.
-

**CLASSIFICATION SUMMARY:**

**CLASSIFICATION STANDARD(S) USED:** OPM Position Classification Standard for Management and Program Analysis Series, GS-0343, TS-98 dated Aug 90; OPM Position Classification Standard for Administrative Analysis Grade Evaluation Guide, TS-98 dated Aug 1990.

GS-13 Point Range: 3155 – 3600

Total Points: 3190

Grade: GS-13

Final Classification: Program Analyst, GS-343-13





## AIR FORCE CORE PERSONNEL DOCUMENT

ORGANIZATION: USTRANSCOM/J5-AS

CPD NUMBER: 9S42687

SUPV LEV CODE: 5

~~COMPLEV CODE: K78Y~~

TARGET GRADE: ~~14~~ 4A-03

FLSA: Exempt

JOB SHARE: No

CAREER PROG ID: 2M

**SENSITIVITY:** Critical-Sensitive

BUS: 8888

EMERGENCY ESS: No

DRUG TEST: No

KEY POSITION: No

POSITION HIST: Review

CLASSIFICATION: Program Analyst, ~~GS-343-14~~ VA-343-03

DUTY TITLE: JROC/Transformation Technology Program Coordinator

CSW 10-9-06

ORG & FUNC CODE: PPY - Plans and Programs

1ST SKILL CODE:	40%	ARLPLN	Management & Program Analysis - Planning
-----------------	-----	--------	--

2ND SKILL CODE: 30% ARLP & G<sub>2</sub> Management & Program Analysis - Programming

3RD SKILL CODE: 30% ARLCMW Management & Program Anal - Cont/Mob/War Plan

CLASSIFIED BY:

Sub Dennis

12 Jan 05  
DATE

CLASSIFIER'S SIGNATURE

**SUPERVISOR'S CERTIFICATION:** I certify that this Core Personnel Document is an accurate statement of the major duties, knowledges, skills, and abilities, responsibilities, physical and performance requirements of this position and its organizational relationships. The position is necessary to carry out government functions for which I am responsible. This certification is made with the knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds and that false or misleading statements may constitute violations of such statutes, implementing regulations.

David L. Davis

January 12, 2005  
DATE

SUPERVISOR'S SIGNATURE

PERFORMANCE PLAN CERTIFICATION:

<b>Rater/Supv.</b>				
<b>Date</b>				
<b>Reviewer</b>				
<b>Date</b>				
<b>Employee*</b>				
<b>Date</b>				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

AF Form 1003 APR 90 (COMPUTER GENERATED)

100 CODE: Personnel exemption of bargaining unit, AM-5-UCO, Chemical, 7-12-71, 11-MANAGEMENT OFFICE

1400.15M (4-28-06) *effective 10-15-06*

---

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

**The primary purpose of this position is:** To explore, exploit and leverage as well as providing centralized management and direction of transportation-related transformation technologies, in both the foreign and domestic private and public sectors, for the enhancement of the Defense Transportation System (DTS) capabilities. This position ensures that technology investments and development that infuse transformational transportation/distribution capabilities into the DTS are consistent with the U. S. Transportation Command (USTRANSCOM) Strategic Plan and other related Department of Defense (DOD) initiatives. In addition, this position provides oversight/manages the interface and integration of command initiatives/concerns within the Joint Requirements Oversight Council/Joint Warfighting Capabilities Assessment (JROC/JWCA) to plan, organize, and determine necessary policies, regulations, directives, programs, doctrine, and procedures to establish, maintain, and resolve JROC/JWCA issues.

**The organizational location of this position is:** U.S. Transportation Command, Strategy, Plans, Policy, and Programs Directorate, Programs and Analysis Division, Analysis, Simulation and Technology Branch, Scott AFB IL

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

**The organizational goals or objectives of this position are:** To identify and validate DTS-related transformation technology requirements; define and orchestrate transformation technology program roles and responsibilities; ensure program goals and validated technology requirements are clearly reflected in the USTRANSCOM Strategic Plan, National Security Strategy (NSS), National Military Strategy (NMS), the Defense Planning Guidance (DPG), and critical Department budgeting documents; and marshal financial support for technology pursuits through the JROC/JWCA process.

---

**DUTY 1:****Critical**

**Develops and orchestrates command program to exploit and leverage transformational technology initiatives being pursued by DOD, non-DOD government organizations, and commercial industry to enhance the performance and capabilities of the Defense Transportation System (DTS).** Actively engages command and component staffs in identification of technology requirements. Establishes mechanism for collection of technology needs and solicitation of proposals. Ensures screening of technology proposals to validate that proposal falls under the command's transformation technology purview and supports a validated DTS technology requirement. The employee develops long-range plans for the acquisition of advanced transportation-related technology systems to support command missions and transform the force projection concepts and strategies of the DTS. This involves evaluations, analysis of data, determination of the operational implications of statistics generated from the data, assurance of high quality tests and evaluation documents, and application of results to the requirements process. Objectives are to improve operations, transportation systems, transportation systems support, training and strategy and to furnish data for Combatant Commander decisions. Ensures assessment of non-materiel solutions is conducted prior to linking proposed technology initiative to identified need. Manages and refines the procedure by which customer identified technology needs are received, matched against ongoing research initiatives, and translated into a command-approved strategy/vision for execution. Translates approved pursuits into programmatic FYDP input. Orchestrates organizational interface with and ensures active monitoring of selected agency, Service, and research organizational pursuits of transformational, transportation-related initiatives. Responsible for promulgation of command program objectives with technology counterparts within the Office of Secretary of Defense (OSD), Joint Staff, Services, selected defense agencies, other combatant commands, and industry. Conducts program cost analyses of projects and analyzes cost benefit of current or projected programs. Identifies resources (staff, funding, or equipment) required to support varied levels of program operations. Provides support and advice on reprogramming of funds and funding levels due to changes in technology pursuits or other changes. Provides input and advice to employees within the USTRANSCOM headquarters staff and the transportation component commands on transformational technology pursuits. Personally manages the command's multi-million dollar transformation technology account. Prepares documentation and delivers oral

presentations, such as briefings, training sessions, consultations, and strategy sessions with other staff service functions and activities, to secure cooperation, resolve controversial matters, and convey information relative to proposed changes in the command's transformation technology program.

**STANDARDS:**

- A. Effectively liaison not only within headquarter's staff and assigned components but also with the Joint Staff, Services, Defense Agencies, Combatant Commands, and industry to assess/address current and future transportation, transformation technology requirements and garner support for materiel enhancements to DTS transportation-related issues.
- B. Effectively orchestrate the management of staff efforts to ensure development and implementation of programmatic solutions to identified requirements.
- C. Routinely crafts, coordinates, and submits with prescribed timeliness point papers, executive summaries, etc., and develops and presents formal briefings. Composes papers and articles for conferences, meeting, etc., which are concise, accurate and target audience specific.
- D. Routinely provides insightful and timely programmatic advice for inclusion in a variety of critical planning documents, conferences, reports, etc. Routinely prepares and presents comprehensive oral presentations in assigned areas.
- E. Accurately establishes and updates, in accordance with the budget cycle, inputs to multi-year budget requirements by thorough documentation.
- F. Provides appropriate data to key officials at all levels of management to help achieve the most effective transformation technology program.

**KSA:** 2, 3, 4, 5, 6, 7, 8

**DUTY 2:****Critical**

**Serves as an authority on JROC/Functional Capability Boards (FCBs) issues pursuits impacting USTRANSCOM's strategic plan with responsibility for analyzing, developing, and evaluating detailed plans, goals, and objectives for long-range implementation of identified issues.** As the command focal point for JROC/FCB issues, this individual analyzes and evaluates substantive program operations, management and organizational effectiveness, efficiency, and productivity. Develops and/or recommends modifications to systems, programs or budgets through the JROC/FCB process to the Chairman Joint Chiefs of Staff (CJCS), Services and Secretary of Defense (SecDef) for resolution. Analyzes current fiscal year budget and the programming of the Future Years Development Program (FYDP) issues being addressed by the JROC and ensures their resolution within established processes. Programs involve such activities as supporting, developing, planning, coordinating, and implementing the JROC process; validating key requirements; and challenging programming resolutions that do not support command identified needs. Prepares documentation and delivers oral presentations such as briefings, training sessions, consultations, and strategy sessions with other staff service functions and activities to secure cooperation, resolve controversial matters, and convey information relative to proposed changes in JROC/FCB programs. Responsible for establishing and coordinating USTRANSCOM position and policy by developing a variety of correspondence and other documentation; i.e., formal letters, position papers, reports, staff studies, staff summary packages, briefings, charts, bullet background papers, etc., and providing executive management support of JROC/FCB issues. Represents the command at various Joint Staff Flag chaired FCB meetings. Provides input and advice to employees within the USTRANSCOM headquarters staff, the transportation component commands, and counterpart officials within other Combatant Commands, the Services, the Joint Staff, JROC/FCB representatives, and other government agencies on a variety of critical planning documents, at conferences, strategy sessions, etc., which affect JROC/FCB issues. Analyzes problems

discovered in prior studies or actual operations and advises senior management on the feasibility of different approaches which provide a basis for better planning of operations.

**STANDARDS:**

- A. Accurately identify and assess unresolved requirements that affect the capability and capacity of the DTS and/or the command's ability to effectively and efficiently operate its military and civil sector elements for JROC resolution.
- B. Effectively orchestrate the management of all USTRANSCOM JROC/FCB efforts, not only within the command and assigned components but also within DOD, to ensure development and implementation of programmatic solutions to identified requirements.
- C. Effectively liaison with the Joint Staff, Services, Defense Agencies, and Combatant Commands to assess/address current and future transportation requirements and garner support for doctrine, organization, training, materiel, leadership/education, personnel, and facility (DOTMLPF) enhancements to DTS-related JROC/FCB issues.
- D. Routinely provides insightful and timely programmatic advice to the commander for inclusion in a variety of critical planning documents, conferences, reports, and studies. Routinely prepares and presents comprehensive oral presentations in assigned areas.
- E. Ensures thorough and timely coordination of proposed courses of actions with all offices or activities having an interest in the area of assignment.

**KSA:** 1, 2, 3, 4, 5, 6, 7

---

**DUTY 3:****Critical**

**Serves as authority on JROC/FCB by documenting planning and programming decisions in appropriate formats to meet JROC/FCB programmatic inputs.** Identifies non-standard or emerging requirements, assesses impact on program, and orchestrates development of programmatic recommendations. Appraises joint warfighting capability areas and analyzes critical deficiencies and strengths. Analyzes problems created by the incompatibility of future programs, initiates corrective action and also recommends opportunities to improve joint warfighting capabilities. Coordinates findings to assess acceptable risks and to ensure that joint warfighting requirements priorities are satisfied within established resource constraints, while simultaneously making recommendations to ensure joint interoperability, promoting economies of scale, and reducing parallel and duplicative efforts. Responsible for integrating command interest JROC requirements into annual fiscal programs. Analyzes new or proposed legislation or regulations to determine impact on program operations and management. Develops new or modified administrative program policies, regulations, goals or objectives. Ensures that issues identified within the command's strategic plan are appropriately addressed via the JROC/FCB process. Ensures that applicable command concerns are properly vetted through the FCB/JROC process and addressed through the planning, programming, budgeting, and execution system. Advises the Commander on requirements prioritization; provides programmatic advice for preparation of the Commander's input to the Chairman's Program Recommendations (CPR); provides advice on conformance of Services' Program Objective Memorandums (POMs) to the JROC established priorities in preparation of the Commander's input to the Chairman's Program Assessment (CPA); etc. Establishes guidelines that require considerable adaptation and/or interpretation to resolve JROC/FCB issues and problems. Coordinates with appropriate staff offices to ensure that planning and programming documents cover all major areas of concern.

**STANDARDS:**

- 
- A. Accurately establishes and updates, in accordance with the JROC cycle, inputs to critical documents that address multi-year requirements for programmatic resolution.
  - B. Documentation of planning and program development is consistently accurate, timely, and produces well thought out and developed proposals and conclusions.
  - C. Provides complex support services as they pertain to JROC/FCB assigned programs or projects.
  - D. Effectively coordinates actions with all organizations having input or being affected by proposed plans and programs.

KSA: 1, 2, 3, 4, 5, 6, 7

---

---

**DUTY 4:****Critical**

Serves as the focal point for the development and documentation of materiel needs within DOD's requirements generation process. The incumbent is responsible for strategic areas relating to the assessment of military for defense acquisition programs. The employee promotes interchange of information on requirements, capabilities, deficiencies, and technology applications in the area of specialization. Within the command, serves as the focal point for the development and coordination of joint capabilities integration and development program. Orchestrates the command's participation in the Department's capabilities generation process. In this capacity, the employee screens all DOD generated requirements documents received via either the Joint Command, Control, Communications, and Computer Interoperability Program Assessment Tool (JCPAT) or the Knowledge Management/Decision Support (KM/DS) systems for applicability, seeks applicable staff review of these documents, and consolidates inputs, resolving differences, prior to submitting command responses. Additionally, the incumbent provides advice/assistance in the preparation of associated documentation for command-sponsored programs within the JCPAT and/or KM/DS systems. Ensures assessment of non-materiel solutions to proposed materiel requirements prior to submission of proposal. Provides command requirements interface with Joint Staff, Services, Defense Agencies, and Combatant Commands.

**STANDARDS:**

- A. Routinely accesses and identifies DOD's requirements generation system for taskings.
- B. Reviews all requirements documents, staffs those of interest with applicable command and/or component staffs, consolidates and submits responses (resolving any differences).
- C. Serves as conduit for submission of command generated requirements documents, providing advice/assistance to the staff in the preparation of these documents ensuring quality assurance in format and content.

KSA: 1, 2, 4, 5, 6

---

**RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA):**

- 1. Knowledge of a wide range of qualitative and/or quantitative methods for the assessment and improvement of joint and multi-unified command level plans and programs for conducting major procurement reviews such as assessment of military requirements for defense acquisition programs.

- 
2. Expert knowledge of organizational missions, objectives, procedures and regulatory framework within which DOD, other federal agencies and industry operate.
  3. Knowledge of Joint Strategic Planning System (JSPS) and command program goals and objectives, the sequence and timing of key operational events and milestones, and methods of evaluating the effectiveness of planning actions related to actual events.
  4. Ability to establish and maintain effective working relationships not only with subordinate/parallel staff, but with all levels of key management officials, the latter particularly requiring the exercise of tact, ingenuity and resourcefulness.
  5. Ability to plan, organize, direct and/or coordinate difficult and complex studies, projects and programs and to negotiate effectively with management to accept and implement recommendations, where proposals involve substantial resources, and require extensive changes in established concepts and procedures.
  6. Ability to communicate effectively both orally and in writing; negotiate complex issues; and maintain good working relationships.
  7. Demonstrated broad level of DTS expertise and ability to apply a high level of sound, independent judgment in the solution of problems impacting assigned areas of responsibility.
  8. Provide expert technical advice, guidance and recommendations to management and other technical specialists on the interrelationships of multiple technology disciplines and the application of emerging technologies to command business processes.
- 

**CLASSIFICATION CRITERIA:****Factor 1, Knowledge Required By The Position**

Level 1-8

1550 Points

Mastery knowledge of a wide range of qualitative and quantitative methods for the assessment, improvement of and implementation of critical command plans and programs for participating in or conducting major procurement reviews such as assessment of military requirements for defense acquisition programs.

Mastery knowledge to plan, coordinate, and implement the Joint Warfighting Capabilities Assessment process, challenging and validating key requirements; developing and coordinating the command's Joint Capabilities, Integration and Development generation process, to include production and coordination of associated documentation (e.g., Initial Capabilities/Requirements Documents; Operational Requirement Documents (ORD); Command, Control, Communications, and Computer Interoperability Support Plans (C4ISP); Doctrine, Organization, Training, Materiel, Leadership/Education, Personnel, and Facility (DOTMLPF) packages; etc.).

Ability to advise Commander, U.S. Transportation Command, on requirements prioritization; programmatic advice for preparation of and input to the Chairman's Program Recommendations (CPR); and, conformance of the POMs to the priorities established in strategic plans for input to the Chairman's Program Assessment (CPA).

Knowledge of military command structure, missions, programs, and organizational relationships and program goals and objectives, the sequence and timing of key operational and programming events and milestones, and methods for evaluating the effectiveness of actions as related to actual events.

Knowledge of the various command organizations involved in overall planning and execution of JROC/FCB operations and evaluations.

---

Demonstrated skill of project management principles, methods and practices including plan and schedule development, estimation of resource requirements, milestone definition, and monitoring activities.

Expert knowledge of organizational missions, objectives, procedures, and regulatory framework of transportation management and technology support programs within which DOD, other Federal Agencies, commercial customers, and industry operate.

Highly skilled at analyzing, evaluating, correlating, advising, and acting on complex inter-Service and international transportation management, operational and technological support issues affecting DTS customers.

Ability to plan, manage and lead large difficult projects involving many participants, where technical unknowns prevail and high levels of resources are involved, and to coordinate and review complex technical work.

Familiarity with the principles, policies and regulations of the budget, materiel acquisition, and contracting processes, associated documentation, and their interrelationships in order to plan and direct technology development.

Ability to independently plan, organize, and develop comprehensive studies, or projects, develop solutions to broad, important, and severe command operational and contingency areas, and the ability to negotiate effectively with management to accept and implement recommendations, where the proposals involved substantial resources, and require extensive changes in established concepts and procedures.

Ability to communicate effectively, both orally and in writing, with all levels of personnel from OSD, Services, Federal agencies, Joint Staff, Transportation Component Commands, combatant commands, industry, and others to resolve problems, provide direction, participate in meetings, and/or prepare briefs. Must have a high degree of ingenuity, initiative, resourcefulness, judgment, diplomacy, and tact while acting on complex issues with outside agencies.

### **Factor 2, Supervisory Controls**

Level 2-4

450 Points

Performs work for the supervisor who provides administrative direction, in regards to assignments in terms of broad defined missions or functions. The employee, having developed expertise in the assignment, independently plans, designs and carries out all aspects of the program, projects, study, or work, estimating costs and funding, coordinating with others and resolving problems incurred. This frequently involves the definitive interpretation of regulations, and developing new command direction/priorities within the JROC/FCB and technology pursuit program areas. The employee defines program objectives and direction and has the authority to plan, schedule and pursue major initiatives, expand their scope, and assign primary office of responsibility, to enhance program effectiveness. The employee informs the supervisor about the progress, potentially controversial matters, or far-reaching implications. Results of work performed is considered technically authoritative and normally accepted without significant change. Staff and line management officials whose programs would be affected by implementation of the recommendations normally review analysis, evaluations, and recommendations developed by or under the auspice of this position outside the employee's immediate office to ensure fulfillment of program objectives and/or the contribution of proposed technological solutions to the improvement of the DTS.

### **Factor 3, Guidelines**

Level 3-5

650 Points

Guidelines include Public Law, rulings of regulatory agencies, DOD instructions, Joint directives and publications, multi-service and service regulations, and command regulations and guidelines. Guidelines are often broadly stated in nonspecifics and provide a general outline of the program goals and objectives, but they do not detail the methods used to perform or complete work assignments. The employee uses judgment and ingenuity in interpreting the intent of guides and revising existing policy/formulating new policy and/or developing work applications for use by others. Frequently the



employee is recognized as a technical authority in the development and interpretation of guidelines. Using knowledge and expertise, the incumbent must also review, analyze and ascertain policy shortfalls and propose/effect changes and develop guidelines to affect program change and enhance performance.

**Factor 4, Complexity**

Level 4-6

450 Points

Develops, interprets, implements, and resolves a wide variety of highly complex and controversial administrative, technical and management issues related to exploration/exploitation and infusion of technology enhancements into the transportation and distribution systems as well as the refinement of warfighter capability requirements/command integrated priority requirements through established Department processes. The impact of projects managed/orchestrated by this position directly impact the command's ability to provide required warfighter deployment, employment, and sustainment support. Requires the application of a variety of analytical techniques, extensive knowledge of operations and programs critical involved in the deployment/employment of our nation's military forces. Requires extensive knowledge of the Department's capabilities-based processes, science & technology programs, warfighter requirements, interoperability/integration initiatives, etc. combined with an extensive network of contacts within OSD, the Joint Staff, Services, Defense Agencies, other government agencies, industry, and academia to identify technology enhancements/obtain support for programmatic solutions. Establishes the criteria to measure and/or predict the attainment of JROC/FCB and science and technology goals and objectives. The work involves identifying concerns and developing ways to resolve issues that directly affect the DTS force projection and distribution capabilities taking into account such factors as joint warfare capability, acquisition process, programming of defense resources and joint integration of operational readiness. The nature and scope of most issues are largely undefined for which previous command experience is lacking.

**Factor 5, Scope and Effect**

Level 5-5

325 Points

The purpose of the work is to assess the productivity, effectiveness, and efficiency of JROC/FCB and science and technology programs; isolating and defining unknown conditions; and analyzing and resolving critical problems. Work involves establishing criteria to measure and/or predict the attainment of JROC/FCB goals and objectives and the infusion of technological solutions to address validated DTS deficiencies. The work involves identifying requirements and developing resolutions, which enhance the DTS and directly affect the accomplishment of joint warfighting capabilities taking into consideration such factors as joint warfare capability, science and technology processes, acquisition, programming of defense resources, and joint integration and interoperability concerns. The work contributes to the improvement of productivity, effectiveness, and efficiency of the DTS and affects the plans, goals, and effectiveness of USTRANSCOM's intercommand cooperation in peace and war.

**Factor 6 & 7, Personal Contacts**

Level 6/7-3C

180 Points

Contacts are with employees within the USTRANSCOM Headquarters staff; counterpart officials in the Department of Defense, FCB representatives and FCB general officers at Joint Staff; the staff of other unified commands; transportation component commands (Air Force, Army, and Navy) staff; other command staff offices, government laboratories, other non-DOD government agencies; industry; and contractors in moderately unstructured settings. Contacts are made with officials or organizational representatives several levels above the incumbent when presenting plans, programs briefings, discussions, technology proposals, etc.

The purpose of contacts is to analyze, develop, and evaluate detailed plans, goals, and objectives for long-range implementation of JROC/FCB issues and proposed science and technology solutions. The work involves active participation in conferences, meetings, hearings, or presentations involving problems or issues of considerable consequence or importance. The people contacted typically have diverse viewpoints, goals or objectives requiring the employee to achieve a common understanding of the problem and a satisfactory solution by convincing them, arriving at a compromise, or developing suitable alternatives.

**Factor 8, Physical Demands**

Level 8-1

5 Points

The work is primarily sedentary, such as sitting comfortably. There may be some walking, standing, bending, and carrying of light items.

**Factor 9, Work Environment**

Level 9-1

5 Points

The work is performed in a properly heated and ventilated, air conditioned, and well-lighted office setting.

---

**Other significant facts pertaining to this position are:**

1. May travel by military or commercial air to conferences, meetings, or other functions away from the duty site.
2. Broad understanding of the Department's science and technology program as well as its associated organizational structure and processes.
3. JROC/FCB expertise is critical to the successful completion of the work.
4. Broad understanding of the DTS, the deployment and sustainment processes, the role of industry, basic acquisition principles, and financial management regulations is critical to successful completion of the work.

---

**CLASSIFICATION SUMMARY:** CLASSIFICATION STANDARD(S) USED: U.S. OPM Position Classification Standard for Management and Program Analysis Series, GS-343, TS-98, August 1990, (HRCD-6, January 1999); and U.S. OPM Administrative Analysis Grade Evaluation Guide, TS-98, August 1990, (HRCD-6, January 1999).

GS-14 Point Range: 3605 - 4050

Total Points: 3615

Grade: GS-14

**CLASSIFICATION REMARKS:** The Management and Program Analysis Series, GS-343, does not contain grading criteria. The standard states that nonsupervisory positions at grade GS-09 and above be evaluated by reference to the Administrative Analysis Grade Evaluation Guide. The Administrative Analysis Grade Evaluation Guide covers administrative work which does not require specialized subject matter knowledge and skills, but does require a high degree of qualitative and/or quantitative analytical skills, the ability to research problems/issues, written and oral communication skills, and the application of mature judgment in problem solving. Work described falls within this definition; therefore, the position was evaluated in accordance with the factors and work illustrations in the Guide.

## 29. Core Competencies

### Air Force Skill Codes:

Percentage	Skill Code	Shred	Subshred	Literal Translation
35%	APM	PLR		Computer Specialist / Plans and Requirements
35%	RFB	RQM		Telecom Mgmt / Spec / Requirements
30%	ARL	CMW		Program Analysis / Contingency / Mobility / War Plans

## NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) POSITION DESCRIPTION

### 30. COMPONENT INFORMATION

A. STANDARD OCCUPATION CODE (SOC)		B. NATIONAL GUARD BUREAU DUAL STATUS    NON-DUAL STATUS		C. AIR/ARMY RESERVE TECHNICIAN YES    NO
D. AF SPEC CODE/ MIL OCCUPATIONAL SPEC	E. ROLE LEAVE BLANK	F. SPECIALITY LEAVE BLANK		G. SCOPE AND IMPACT LEAVE BLANK
H. ORGANIZATIONAL ENVIRONMENT US TRANSCOM	I. CAREER FIELD COMMUNITY E	J. RESERVED FOR COMPONENT USE	31. PPP OPTION CODE	

### 32. SKILLS INFORMATION

- Extensive knowledge of DOD systems including, applications, operating systems, management principles, information processing standards and procedures. In depth knowledge of configuration management regulations, principles, and techniques.
- Extensive knowledge of fixed/tactical/strategic information systems design, development, and the implementation methodologies combined with a broad knowledge of communications-electronics equipment.
- Knowledge of transportation policies, procedures and practices within the Defense Transportation System (DTS).
- Knowledge of the Chairman, Joint Chiefs of Staff readiness assessment program, the Joint Monthly Readiness Repo (JMRR).
- Skill in identification, integration, installation, planning, analyzing, organizing, directing, operating and modification of the transportation communications-computer systems architecture for world-wide exercise and contingency operations.
- Knowledge of National, DOD and JCS directives governing the use of Radio Frequency (RF) spectrum.
- Skill to communicate effectively, both orally and in writing, to address complex technical issues, prepare statements and briefings for senior military, government, and civilian officials, and to coordinate/manage planning and program activities.
- Skill in planning, organizing, directing, operating and evaluating the myriad of programs this position manages.
- Ability to plan, organize, prioritize, and delegate daily workload to meet changing deadlines and rapidly changing circumstances.
- Ability to supervise, mentor, motivate, appraise, and work with subordinate supervisors and non-supervisory employees.
- Knowledge of safety and security regulations, practices, and procedures.

### 33. CONDITIONS OF APPOINTMENT/OTHER SIGNIFICANT FACTS

- Incumbent will be required to travel by regularly scheduled passenger, military, or commercial aircraft in the performance of temporary duty assignments.
- The employee must obtain and maintain a Top Secret/Special Compartmented Intelligence (SCI) security clearance.
- This position may require the employee to work other than normal duty hours including weekends and holidays which may include overtime.

34. OTHER REQUIREMENTS	B. DOD RESERVED	C. DOD RESERVED	D. DOD RESERVED	E. COMPONENT USE
A. DOD RESERVED				

### 35. AUTHORIZED MANAGEMENT OFFICIAL

a. SIGNATURE <i>Heidi McMahon</i>	b. TITLE <i>Chief, Transportation &amp; Logistics Div</i>	c. DATE (YYYY/MM/DD) <i>2007/09/05</i>
--------------------------------------	--	---

### 36. CLASSIFICATION APPROVED BY

a. SIGNATURE <i>David L. Linder</i>	b. TITLE Human Resources Specialist	c. DATE (YYYY/MM/DD) <i>9/10/07</i>
--	--	--

## 29. Core Competencies

### Air Force Skill Codes:

Percentage	Skill Code	Shred	Subshred	Literal Translation
35%	APM	PLR		Computer Specialist / Plans and Requirements
35%	RFB	RQM		Telecom Mgmt / Spec / Requirements
30%	ARL	CMW		Program Analysis / Contingency / Mobility / War Plans

## NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) POSITION DESCRIPTION

### 30. COMPONENT INFORMATION

A. STANDARD OCCUPATION CODE (SOC)		B. NATIONAL GUARD BUREAU DUAL STATUS    NON-DUAL STATUS		C. AIR/ARMY RESERVE TECHNICIAN YES    NO
D. AF SPEC CODE/ MIL OCCUPATIONAL SPEC	E. ROLE LEAVE BLANK	F. SPECIALITY LEAVE BLANK		G. SCOPE AND IMPACT LEAVE BLANK
H. ORGANIZATIONAL ENVIRONMENT US TRANSCOM	I. CAREER FIELD/ COMMUNITY E	J. RESERVED FOR COMPONENT USE		31. PPP OPTION CODE

### 32. SKILLS INFORMATION

- Extensive knowledge of DOD systems including, applications, operating systems, management principles, information processing standards and procedures. In depth knowledge of configuration management regulations, principles, and techniques.
- Extensive knowledge of fixed/tactical/strategic information systems design, development, and the implementation methodologies combined with a broad knowledge of communications-electronics equipment.
- Knowledge of transportation policies, procedures and practices within the Defense Transportation System (DTS).
- Knowledge of the Chairman, Joint Chiefs of Staff readiness assessment program, the Joint Monthly Readiness Repc (JMRR).
- Skill in identification, integration, installation, planning, analyzing, organizing, directing, operating and modification of the transportation communications-computer systems architecture for world-wide exercise and contingency operations.
- Knowledge of National, DOD and JCS directives governing the use of Radio Frequency (RF) spectrum.
- Skill to communicate effectively, both orally and in writing, to address complex technical issues, prepare statements and briefings for senior military, government, and civilian officials, and to coordinate/manage planning and program activities.
- Skill in planning, organizing, directing, operating and evaluating the myriad of programs this position manages.
- Ability to plan, organize, prioritize, and delegate daily workload to meet changing deadlines and rapidly changing circumstances.
- Ability to supervise, mentor, motivate, appraise, and work with subordinate supervisors and non-supervisory employees.
- Knowledge of safety and security regulations, practices, and procedures.

### 33. CONDITIONS OF APPOINTMENT/OTHER SIGNIFICANT FACTS

- Incumbent will be required to travel by regularly scheduled passenger, military, or commercial aircraft in the performance of temporary duty assignments.
- The employee must obtain and maintain a Top Secret/Special Compartmented Intelligence (SCI) security clearance.
- This position may require the employee to work other than normal duty hours including weekends and holidays which may include overtime.

34. OTHER REQUIREMENTS	B. DOD RESERVED	C. DOD RESERVED	D. DOD RESERVED	E. COMPONENT USE
A. DOD RESERVED				

### 35. AUTHORIZED MANAGEMENT OFFICIAL

a. SIGNATURE <i>Heidi McMalon</i>	b. TITLE <i>Chief Information Officer</i>	c. DATE (YYYY/MM/DD) <i>2007-09-05</i>
--------------------------------------	--	---

### 36. CLASSIFICATION APPROVED BY

a. SIGNATURE <i>John J. L. L. L.</i>	b. TITLE Human Resources Specialist	c. DATE (YYYY/MM/DD) <i>2007-09-05</i>
---	--	---



NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) POSITION DESCRIPTION					
POSITION AND HIRING INFORMATION					
1. POSITION NUMBER <b>43130</b>		2. POSITION TITLE <b>Program Analyst</b>			3. OCCUPATIONAL CODE <b>0343</b>
4. ORGANIZATIONAL TITLE		5. CAREER GROUP <b>Standard</b>	6. PAY SCHEDULE <b>YA</b>	7. PAY BAND <b>02</b>	8. TARGET PAY BAND <b>02</b>
10. DRUG TEST <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	11. BUS CODE 8888-5USC CH 7112(b)(1)	12. FAIR LABOR STANDARDS ACT <input type="checkbox"/> N <input checked="" type="checkbox"/> E 5CFR 551.206			13. DOD SUPERVISORY STATUS & AF SL <b>5</b>
14. KEY/EMERGENCY ESSENTIAL <b>No</b>	15. MOBILIZATION INDICATOR C - Position required in peacetime and upon mobilization.		16. ENVIRONMENTAL/HAZARD DIFFERENTIAL <b>No</b>		17. CERTIFICATION REQUIRED <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
18. POSITIVE EDUCATION REQUIREMENTS <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		19. LANGUAGE REQUIRED <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		20. LANGUAGE IDENTIFIER <b>N/A</b>	
21. FINANCIAL STATEMENTS REQUIRED <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		22. POSITION SENSITIVITY <b>Noncritical- Sensitive</b>		23. PAY POOL IDENTIFIER	
24. LAUTENBERG/SMITH AMENDMENT <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO					
<b>25. DUTIES</b> Serves as a full-performance journeyman level program analyst. Plans, organizes, and determines necessary policies, directives, programs, doctrine, and procedures for the establishment and maintenance of assigned Information Technology (IT) program(s). Oversees Command, Control, Communications, and Computer Systems (C4S) financial resources to ensure command C4S programs are implemented within established fiscal constraints. Analyzes program status, develops rationale to advocate and support C4S programs through execution, program and budget review processes, and prepares appropriate supporting rationale and documentation. Exercises responsibility and authority over USTRANSCOM's Chief Information Officer (CIO) long-range fiscal planning, which involves organizing, directing, controlling, and evaluating the use of resources, including in-house human resources, contractor support, materials, facilities, and budget authority within overall command authority and constraints. Identifies and programs resource requirements to develop, implement, operate, and maintain transportation related C4S throughout the Defense Transportation System (DTS). Provides acquisition management and contract oversight for the acquisition of CIO IT contract services and products. Serves as the senior financial resource manager for CIO/TCJ6, overseeing the funding custody and control for the annual multi-million dollar operating and capital Transportation Working Capital Fund (TWCF) budget and synchronization with the Distribution Portfolio Managers developing and sustaining business IT Programs. Plans and directs the dissemination of funds to subordinate operating offices and continually allocates and administers funds until CIO programs are fully executed. Authorizes obligation/expenditure of funds for CIO contracts, hardware purchases, and all other CIO program costs. Is the principle directorate advisor on Planning, Programming, Budgeting, and Execution System (PPBES) activities, Program Objective Memorandum (POM) submissions, and directorate financial management internal control (MIC) program. Identifies non-standard or emerging operational requirements, assesses program impact, and develops resourcing recommendations. Analyzes incompatibility problems on future programs and initiates correction action. Controls and manages the issuance of Performance Work Statements (PWSs) and equipment specifications to contracting activities to acquire C4S equipment and services. Provides oversight for the performance of Contracting Officer Representative (COR) and Task Manager duties to ensure contract adherence and enforcement to include providing technical interpretations for contract negotiations or arbitration. Oversees the development and maintenance of local directives, procedures, and other instructions for acquisition of C4S resources.					
26. POSITION'S ORGANIZATION <b>USTRANSCOM TCJ6-XR</b>					
27. POSITION OCCUPIED  <b>Competitive</b>			28. a. DUTY STATION (City - County - State Or Overseas Location) <b>Scott Air Force Base, IL St Clair County</b>		
			b. GEOGRAPHICAL LOCATION CODE <b>177835163</b>		
29. Core Competencies Air Force Skill Codes:					
Percentage	Skill Code	Shred	Subshred	Literal Translation	
40%	ARL	FMR		Program Analyst - Financial Management	
35%	ARL	PLN		Program Analyst - Planning	
25%	ARG	FMR		Management Analyst - Financial Management	

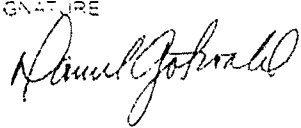
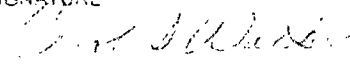
## NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) POSITION DESCRIPTION

### 30. COMPONENT INFORMATION

DD FORM 2918, Jul 2006


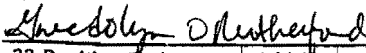
Air Force Automated Form - Jul 2006

PD Number: 9S43130

A. STANDARD OCCUPATION CODE (SOC)		B. NATIONAL GUARD BUREAU DUAL STATUS    NON-DUAL STATUS		C. AIR/ARMY RESERVE TECHNICIAN YES    NO	
D. AF SPEC CODE/MIL OCCUPATIONAL SPEC	E. ROLE LEAVE BLANK	F. SPECIALITY LEAVE BLANK		G. SCOPE AND IMPACT LEAVE BLANK	
H. ORGANIZATIONAL ENVIRONMENT	I. CAREER FIELD/ COMMUNITY	J. RESERVED FOR COMPONENT USE		31. PPP OPTION CODE	
HQ USTRANSCOM	E				
<b>32. SKILLS INFORMATION</b> 1. Comprehensive knowledge of the principles, policies, and practices of the substantive nature of the agency/command mission, functions, program activities; policies, goals, objectives, management principles and processes. 2. Knowledge of USTRANSCOM, Air Force, DOD, and Joint policies, procedures, and schedules for developing POMs, BES, and financial plans. Comprehensive knowledge of defense acquisition processes and PPBES relative to IT system development and funding. Knowledge of the relationship of the various DOD organizational entities involved in the overall planning and execution of the C4S mission and the way it is supported by the PPBES process. 3. Skill in developing budget forecasts, cost projections, financial exhibits, unfunded requirement justification, POM narratives, offsets and disconnects, reclaims, and issue papers, and skill with executing an annual budget along with financial internal management controls. 4. Comprehensive knowledge of a wide range of qualitative and quantitative methods for the assessment and improvement of joint level plans and programs and strategic planning. 5. Knowledge of managing IT systems, services, vendors, and acquisition regulations, practices, procedures, and the use of IT practices and concepts supporting the DTS mission. 6. Ability to plan, organize, and lead others in studies or projects and to negotiate effectively with management to accept and implement recommendations, where proposals involve substantial resources, and require extensive changes in established concepts and procedures. 7. Ability to gather, assemble, and analyze facts, draw conclusions, conduct analysis, devise recommended solutions, and package the entire process in briefings, papers, or reports suitable for senior management use and decision-making. 8. Skill in fact-finding, contract analysis and pricing techniques, problem resolution, and development of concrete action plans to solve problems. 9. Skill in applying manpower and human resources management techniques, regulations, guidelines, directives, practices, and requirement. 10. Professional skill and ability to communicate effectively, both orally and in writing, complex technical issues and statement prepared for senior military, government, and civilian officials. Skills and ability to present technical briefings, chair meetings, and prepare reports.					
<b>33. CONDITIONS OF APPOINTMENT/OTHER SIGNIFICANT FACTS</b> 1. Incumbent may be required to travel by regularly scheduled passenger, military, or commercial aircraft in the performance of temporary duty assignments. 2. The employee must obtain and maintain a Secret security clearance. 3. This position may require the employee to work other than normal duty hours, which may include overtime. 4. This position requires a financial disclosure statement					
34. OTHER REQUIREMENTS	B. DOD RESERVED	C. DOD RESERVED	D. DOD RESERVED	E. COMPONENT USE	
A. DOD RESERVED					
35. AUTHORIZED MANAGEMENT OFFICIAL					
a. SIGNATURE 		b. TITLE DANIEL D. GOTWALD Chief, Distribution Capabilities and Support Division		c. DATE (YYYY/MM/DD) 2007/11/07	
36. CLASSIFICATION APPROVED BY					
a. SIGNATURE 		b. TITLE HR Specialist		c. DATE (YYYY/MM/DD) 2007/11/08	





<b>POSITION DESCRIPTION</b> <i>(Please Read Instructions on the Back)</i>										<b>1. Agency Position No.</b> DFES0702		
<b>2. Reason for Submission</b> <input type="checkbox"/> Redescription <input checked="" type="checkbox"/> New <input type="checkbox"/> Reestablishment <input type="checkbox"/> Other			<b>3. Service</b> <input checked="" type="checkbox"/> Hdqtrs. <input type="checkbox"/> Field		<b>4. Employing Office Location</b> Washington, DC			<b>5. Duty Station</b> Pentagon			<b>6. OPM Certification No.</b>	
Explanation <i>(Show any Positions replaced)</i>			<b>7. Fair Labor Standards Act</b> <input checked="" type="checkbox"/> Exempt <input type="checkbox"/> Nonexempt			<b>8. Financial Statements Required</b> <input checked="" type="checkbox"/> Executive Personnel <input type="checkbox"/> Employment and Financial			<b>9. Subject to IA Action</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
			<b>10. Position Status</b> <input type="checkbox"/> Competitive <input type="checkbox"/> Excepted <i>(Specify in)</i> <input type="checkbox"/> SES (Gen.) <input checked="" type="checkbox"/> SES (CRI)			<b>11. Position Is:</b> <input type="checkbox"/> Supervisory Managerial <input type="checkbox"/> Neither			<b>12. Sensitivity</b> <input type="checkbox"/> 1-Non-Sensitive <input checked="" type="checkbox"/> 3-Critical Sensitive <input type="checkbox"/> 2-Noncritical Sensitive <input type="checkbox"/> 4-Special Sensitive			<b>13. Competitive Level Code</b>
<b>15. Classified/Graded by</b>			<b>Official Title of Position</b>			<b>Pay Plan</b>		<b>Occupational Code</b>		<b>Grade</b>		
<b>a. U.S. Office of Personnel Management</b>			<b>b. Department, Agency or Establishment</b> Deputy Director for Distribution Portfolio Management			<b>ES</b>		<b>0301</b>		<b>6/2</b>		
<b>c. Second Level Review</b>			<b>d. First Level Review</b>									
<b>e. Recommended by Supervisor or Initiating Office</b>			<b>Dep Dir for Distribution Portfolio Management</b>									
<b>16. Organizational Title of Position (if different from official title)</b>						<b>17. Name of Employee (if vacant, specify)</b>						
<b>18. Department, Agency, or Establishment</b> Department of Defense						<b>c. Third Subdivision</b>						
<b>a. First Subdivision</b> US Transportation Command						<b>d. Fourth Subdivision</b>						
<b>b. Second Subdivision</b> Directorate, Command, Control, Comm and Computer Sys						<b>e. Fifth Subdivision</b>						
<b>19. Employee Review.</b> This is an accurate description of the major duties and responsibilities of my position.						<b>Signature of Employee (optional)</b>						
<b>20. Supervisory Certification.</b> I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out Government functions for which I am responsible. This certification is made with the knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds, and that false or misleading statements may constitute violations of such statutes or their implementing regulations.												
<b>a. Typed Name and Title of Immediate Supervisor</b> PAUL F. CAPASSO, Brigadier General, USAF Director, Command, Control, Comm & Computer Sys						<b>b. Typed Name and Title of Higher-Level Supervisor or Manager (optional)</b>						
<b>Signature</b> 						<b>Signature</b>						
<b>Date</b> 17 Feb 05						<b>Date</b>						
<b>21. Classification/Job Grading Certification.</b> I certify that this position has been classified/graded as required by Title 5, U.S. Code, in conformance with standards published by the U.S. Office of Personnel Management or, if no published standards apply directly, consistently with the most applicable published standards.						<b>22. Position Classification Standards Used in Classifying/Grading Position</b>						
<b>Typed Name and Title of Official Taking Action</b> for RICHARD S. HASSAN, BRIG GEN, USAF Director, AFSLMD						<b>Information for Employees.</b> The standards, and information on their application, are available in the personnel office. The classification of the position may be reviewed and corrected by the agency or the U.S. Office of Personnel Management. Information on classification/job grading appeals, and complaints on exemption from FLSA, is available from the personnel office or the U.S. Office of Personnel Management.						
<b>Signature</b> 						<b>Signature</b>						
<b>Date</b> 4/12/05						<b>Date</b>						
<b>23. Position Review</b>		<b>Initials</b>		<b>Date</b>		<b>Initials</b>		<b>Date</b>		<b>Initials</b>		
<b>a. Employee (optional)</b>												
<b>b. Supervisor</b>												
<b>c. Classifier</b>												
<b>24. Remarks</b> Presedence Priority Code: DV-6 Servicing CPF: 375 MSS/DPC, 201 East Winters Street, Scott AFB, IL 62225-5037												
<b>25. Description of Major Duties and Responsibilities (See Attached)</b>												

## II. DUTIES AND RESPONSIBILITIES:

1. Principal assistant and advisor to Commander, USTRANSCOM, and the Director, TCJ6, for the Joint Distribution Architecture, IT Policy and DOD Distribution Portfolio Management, and its effects on the distribution process, information technology, and business-related matters. Provides portfolio management guidance to improve the effectiveness, efficiency, and interoperability of the DOD distribution systems, and identifies areas for process improvement, process re-engineering, improved customer service, and reduction of DOD costs -- without sacrificing readiness. Provides authoritative joint distribution architecture and distribution portfolio management direction on IT contractual efforts required to manage information technology investments through portfolio management. Provides oversight and reviews statements of work and task orders, and evaluates risk of technical and management proposals for joint distribution architecture and distribution portfolio management. As necessary, reviews contracting proposals, pricing arrangements, funding problems, and other similar matters pertaining to joint distribution architecture and distribution portfolio systems enhancements and modifications as a result of DOD decisions to develop, modify, or terminate IT systems based on architecture compliance, risk, potential returns, outcome goals, and performance. Provides detailed financial analysis to make informed decisions about distribution portfolio systems.
2. Advises the Commander, Deputy Commander, TCJ6, TCJ6-D, and all other directors on joint distribution architecture and distribution portfolio management issues, procurement actions, and related problems. Develops enterprise-level distribution strategies to meet operational requirements. Co-chairs the Distribution Functional Working Group (DFWG), a joint working-level group representing the principal National Partners (OSD, JS, Services, COCOMs, DLA, and other DOD Agencies) which develops and recommends joint distribution IT solutions in support of the Warfighter.
3. Analyzes existing distribution programs and initiatives in accordance with the established DOD IT portfolio management process to assist leadership in decision-making. Identifies data requirements and prioritizes capabilities, gaps, and opportunities within the distribution portfolio that require, or will require, enterprise-level solutions that are best developed with oversight and guidance of the collective DOD distribution community. Identifies DOD-wide resource requirements for the best mix of IT investments necessary to achieve outcome goals and plans for proposed process changes. Evaluates new and improved business process initiatives and ensures portfolio projects are acquired in accordance with cost, schedule, performance, and risk baselines. Systematically assesses and measures actual contribution of the portfolio to achieve outcome goals. Coordinates distribution-related IT systems changes and recommendations for altering schedules ensuring that National Partners' concerns are adequately addressed and vetted.
4. Coordinates at the flag and executive level with the National Partners and industry partners on a wide range of distribution portfolio management issues. Responsible for the integration and continuity of efforts among the National Partners, while managing

## I. INTRODUCTION:

1. The position is located in the Command, Control, Communications and Computer Systems (C4S) Directorate (TCJ6), Headquarters, United States Transportation Command (USTRANSCOM), Scott AFB, Illinois. USTRANSCOM exists to provide support to the warfighter at the direction of the SECDEF and Joint Staff. This directorate provides CDRUSTRANSCOM the capability for long-range planning, policy guidance, direction, technical control, enterprise architecture, portfolio management, and program management for projects involving the development and implementation of major command and control and distribution management information technology (IT) systems DOD-wide. The incumbent, as the Deputy Director, TCJ6-V, for Distribution Portfolio Management (DPfM), assists the Director by providing leadership, guidance, and direction to the directorate and command for all areas of DOD distribution, joint enterprise architectures, IT Policy, and Distribution Portfolio Management. TCJ6-V facilitates continuous improvement and innovation of policies, plans and programs, process improvement, process re-engineering, and information technology (IT) investments pertaining to the Joint Distribution Architecture, IT Policy and Distribution Portfolio Management. These efforts impact all areas of Joint and Service force movement, sustainment, and retrograde operations during war and peace.

2. Responsible for DOD oversight of joint distribution architecture and proper distribution portfolio system development efforts. Incumbent is responsible for advising DOD, Service and Agency officials on portfolio management, enterprise architecture, IT investment, process improvement, process re-engineering, and program progress, and justifying needed changes regarding program implementation, timelines and budget to support alignment to the enterprise architecture. In addition, the incumbent is responsible for development and management of the DOD Distribution Portfolio, supporting the Commander, US Transportation Command, as the DOD Distribution Process Owner. The DPO is to serve as the single entity to direct and supervise execution of the Strategic Distribution system. The DPO will improve the overall efficiency and interoperability of all distribution related activities from factory to foxhole. Representation at OSD, Joint Staff, Services and Agency meetings is required to maintain effective relations with large and influential groups and associations interested in the program, and to advise higher-ranking officials on decisions relating to work of the command.

3. The purpose of this position is to provide a key civilian within the C4S Directorate to assist in managing the Joint Distribution Architecture, IT Policy and DOD Portfolio Management functions, as well as to provide executive level coordination with DOD agencies, the Joint Staff, other Combatant Commands, the Services, and USTRANSCOM component commands (Air Mobility Command, Military Surface Deployment and Distribution Command, and Military Sealift Command) to resolve joint distribution architecture and distribution portfolio management issues. The incumbent develops strategies and plans that build and maintain successful partnerships with customers and industry in the execution of joint distribution architecture and distribution portfolio management, and ensures business aspects are fully and properly considered in USTRANSCOM's Distribution Process Owner role. This position provides corporate level continuity on the Joint Distribution Architecture and DPfM across DOD.

and ensuring work efforts are a collaborative effort to meet distribution domain goals. Collaborates with appropriate systems proponents for developing the required IT technical solutions and coordinating interoperability among the distribution systems. Develops most appropriate strategy for implementing added or deleted capabilities, and achieves consensus on recommendations for altering schedules of systems to best achieve strategic objectives. Reviews and assesses distribution IT systems progress in developing capability for exchanging distribution information, and monitors transition plans to coordinate impacts on other Defense Logistics systems.

5. Ensures enterprise-level IT solutions are coordinated in the individual National Partner's organization plans, and supports submission of National Partners' Program Objective Memorandums and budget requests that align to the joint distribution architecture and satisfy the joint distribution requirements. Develops recommendations on program funding of distribution system transition packages. Provides annual and multi-year work plan, schedules, and resources. Oversees distribution's multi-million dollar annual budget. Develops operating cost data and cost benefit analysis for new and modified programs and technology.

6. Completely familiar with Distribution Process Owner and National partner taskings and ongoing operations and is responsive to the Commander, Deputy Commander, TCJ6, and TCJ6D. In the absence of the Director and Deputy Director, is responsible for directing the operations of the TCJ6 Directorate.

7. Work Force Directed: Directly supervises all of the assigned division chiefs (0-6 level) and their military, civilian and contractor employees. Performs typical managerial and supervisory functions such as appraisals, personnel selection, grievance resolution, and funds oversight.

### III. CONTROLS OVER WORK:

1. The Deputy Director for DPfM, TCJ6-V, reports directly to the Director, C4S Directorate (TCJ6). The incumbent functions under the broad guidance and policy direction of the Director. Based on this guidance, TCJ6-V, issues direction and oversees the work effort of the subordinate branches for all areas related to the Joint Distribution Architecture, IT Policy and Distribution Portfolio Management. The incumbent is the focal point and recognized authority concerning the Joint Distribution Architecture, IT Policy and Portfolio Management, responsible for maintaining the status and recommending changes to the distribution portfolio, Joint Distribution Architecture, and command and control structure, as necessary.

2. The incumbent is authorized to speak on behalf of and commit USTRANSCOM to actions within his/her area of responsibility based on current policy and procedures. Such decisions are considered final, authoritative, and directive.

### IV. OTHER SIGNIFICANT FACTS:

1. The incumbent must have strong knowledge of DOD logistics enterprise, DOD supply

chain processes, general business practice, acquisition practice, Joint Capability Integration and Development System (JCIDS) analysis process, and broad knowledge of distribution systems. Working knowledge of the National Security structure with emphasis on the Joint Chiefs of Staff and unified and specified commands' role and communication lines is also necessary. In-depth understanding of how joint activities and commands operate, and the degree to which coordination is required, is mandatory. A common understanding of existing joint force operations and doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) capabilities is required. Experience in working and negotiating with contractors is imperative.

2. Must possess knowledge of government policies, directives, and other regulatory memorandums concerning portfolio management, IT investment process, program management, enterprise architecture, IT utilization of assets, acquisition, modeling, and data standardization. Must be able to exercise substantial knowledge of Federal ADP, DOD, GSA, and other regulations and policies, and possess comprehensive knowledge of Federal Acquisition Regulations (FARs) and laws concerning the acquisition, administration, and management of contracts.
3. This position is critical-sensitive and requires a Top Secret security clearance.
4. The incumbent will be required to travel on both scheduled and nonscheduled aircraft, as well as other modes of travel under conditions specified in the DOD Joint Travel Regulations. The incumbent is expected to travel on short notice to attend high-level meetings with USTRANSCOM components, other Combatant Commands, the Services, JCS, DOD, and other agencies or organizations to obtain quick resolution to problems or to gather supporting information to assist in the decision process.
5. The incumbent must implement, promote, and effectively support equal opportunity for all personnel. The incumbent must follow the provisions of labor agreements and applicable directives pertaining to personnel management.
6. The Deputy Director for DPFM, TCJ6-V, is required to file a statement of financial interest (DD Form 1555).

## EVALUATION STATEMENT

### 1. Proposed Position:

- a. Position: Deputy Director for Distribution Portfolio Management (DPfM), TCJ6-V
- b. Organization: United States Transportation Command (USTRANSCOM)  
Command, Control, Communications and Computer Systems Directorate  
(USTRANSCOM/TCJ6)
- c. Location: Scott AFB, IL
- d. History: New position

### 2. Requested Series and Grade: ES-0301-00

### 3. References:

- a. AFI 36-901, Air Force Senior Executive Resources
- b. OPM Position Classification Standard, Miscellaneous Administration and Program Series, GS-0301, TS-34, January 1979
- c. OPM Position Classification Standard, Logistics Management Series, GS-0346, TS-78, January 1987
- d. OPM Job Family Position Classification Standard for Administrative Work in the Information Technology Group, GS-2200, May 2001
- e. OPM General Schedule Supervisory Guide (GSSG), TS-52, January 1999
- f. Precedent SES Allocations:
  - (1) Deputy Director, Command Control, Communications and Computer Systems Directorate ES-0301, USTRANSCOM/TCJ6
  - (2) Chief Information Officer, ES-0301, AF CIO
  - (3) Associate Director, Resources and Requirements, USSTRATCOM; Associate Director, Concepts and Assessments, USSTRATCOM

### 4. Description of Duties:

The Deputy Director assists the Director (TCJ6) in strategic policy, planning and management processes of the Directorate, with the incumbent providing the continuity to ensure that long term JDA, IT Policy and DPfM plans, policies and programs are implemented IAW Distribution Process Owner and OSD direction. The Deputy Director, TCJ6-V, for Distribution Portfolio Management (DPfM), provides leadership, guidance, and direction to the directorate and command for all areas of DOD distribution, joint enterprise architectures, IT Policy, and Distribution Portfolio Management. TCJ6-V facilitates continuous improvement and innovation of policies, plans and programs, process improvement, process re-engineering, and information technology (IT) investments pertaining to the Joint Distribution Architecture, IT Policy and Distribution Portfolio Management. These efforts impact all areas of Joint and Service force movement, sustainment, and retrograde operations during war and peace. The incumbent is responsible for DOD oversight of joint distribution architecture and proper distribution portfolio system development efforts. Incumbent is responsible for advising DOD, Service and Agency officials on portfolio management, enterprise architecture, IT investment, process improvement,

process re-engineering, and program progress, and justifying needed changes regarding program implementation, timelines and budget. In addition, the incumbent is responsible for development and management of the DOD Distribution Portfolio, supporting the Commander, US Transportation Command, as the DOD Distribution Process Owner. Advises the Commander, Deputy Commander, TCJ6, TCJ6-D, and all other directors on joint distribution architecture and distribution portfolio management issues, procurement actions, and related problems. Develops enterprise-level distribution strategies to meet operational requirements. Co-chairs the Distribution Functional Working Group (DFWG), a joint working-level group representing the principal National Partners (OSD, JS, Services, COCOMs, DLA, and other DOD Agencies) which develops and recommends joint distribution IT solutions in support of the Warfighter.

5. Justification Criteria for SES Positions: In accordance with reference 3.a., the following analysis is provided in terms of the prescribed criteria:

**Criterion: A2.1.1. Characteristics.** (Type, Scope, and Level of Function)

**Application:** Type: Deputy Director to the military General Officer, Command Control, Communications and Computer Systems Directorate. Scope: Functional Combatant Command, DOD Distribution Process Owner, Joint Distribution Architect (JDA), IT Policy, and DOD Distribution Portfolio Manager (DPfM). Level: Unified Headquarters staff and information technology functions reporting to the Commander, USTRANSCOM who reports to the Secretary of Defense through the Chairman, Joint Chiefs of Staff. Function: Chief architect for the JDA and DOD DPfM for OSD, Joint Staff (JS), Services, COCOMs, DLA, and other DOD Agencies, and the Commander, CDRUSTRANSCOM.

**Criterion: A2.1.2. Grade and Position of Superior, Principal Subordinates, and Lateral Points of Coordination.**

**Application:** The Deputy Director for DPfM, TCJ6-V, works under the broad policy guidance of the TCJ6 Director, a Brigadier General position. Principal subordinates include two GS-15 division chiefs with four subordinate GS-14/LTC branch chiefs, who supervise a total work force of approximately 62 military, civilian, and contractor employees engaged in all aspects of JDA, IT Policy, and DPfM information technology work. TCJ6-V must represent technical issues concerning all aspects of the command at the highest levels of the OSD, JS, Services, COCOMs, DLA, and other DOD Agencies. Lateral points of contact are with General Officers, senior civilian personnel within the OSD, JS, Services, COCOMs, DLA, and other DOD Agencies, industry, academia and professional organizations. The incumbent provides the strategic policy, planning and management processes of the Directorate for JDA, IT Policy, and DPfM, and provides the continuity to ensure that long term JDA, IT Policy and DPfM plans, policies and programs are implemented IAW Distribution Process Owner and OSD direction.

**Criterion: A2.1.3. Proximity and Degree of Supervision over the Position.**

**Application:** Incumbent of this position performs duties subject to broad policy guidance from OSD, Joint Staff (JS), Services, COCOMs, DLA, DISA, and other DOD Agencies. The incumbent has complete responsibility for assigned areas and is permitted maximum latitude for independent judgment to plan and execute assignments. Work is performed under the very general administrative supervision of the Director, with latitude to work directly under the general supervision of the Commander, USTRANSCOM, to ensure timely responses to JDA, IT

Policy, or DPfM issues are provided as required. Reliance is placed on the individual in determining means and methods to achieve specific goals and objectives. Since the majority of the problems and issues, which the incumbent addresses, are extremely complex in scope and subject to numerous variables, very few existing solutions apply. The incumbent is expected to exercise a high degree of creativity and innovation in applying sound, mature judgment to develop effective solutions to a wide range of technical and resource management problems and issues.

**Criterion: A2.1.4. Nature, Extent, and Level of Significant Official Relations with U.S. and Foreign Government Officials, and with the Public.**

**Application:** The incumbent reports to the Director, Command Control, Communications and Computer Systems Directorate (TCJ6), Deputy Commander, and Commander, USTRANSCOM, and keeps these individuals informed on status of all projects and issues. The incumbent advises higher-level officials of the OSD, JS, Services, COCOMs, DLA, and other DOD Agencies, industry, academia and professional organizations of projects and status and impact to their organizations. The incumbent presents and defends command IT priorities, knowledge, programs, developments, applications, education and training at the highest levels of the OSD, JS, Services, COCOMs, DLA, and other DOD Agencies, industry and academia.

**Criterion: A2.1.5. Reflection of National Emphasis and Determination**

**Application:** The Secretary of Defense appointed the CDRUSTRANSCOM as the Distribution Process Owner for DOD. He recognized the need for one single, accountable person to manage the global supply chain process achieving an optimized end-to-end process - factory to foxhole. This position will promulgate and document enterprise architecture, IT Policy, and Distribution Portfolio Management guidance. Where appropriate the incumbent will make policy and procedural recommendations to the OSD, JS, Services, COCOMs, DLA, and other DOD Agencies, and CDRUSTRANSCOM. The incumbent will collaborate with OSD, JS, Services, COCOMs, DLA, DISA, and other DOD Agencies and Industry in the areas of best practices, core processes, process improvement, and process re-engineering, and encourage rapid prototyping and business case studies. The incumbent will speak in military and civilian oriented public forums and will respond to congressional members' queries.

**Criterion: A2.1.6. Special Qualifications Required by the Position.**

**Application:** A Bachelor's degree and an advanced degree in Management, Logistics, Information Technology or related discipline are required. This position requires substantial and demonstrated experience in the management of large, complex, technical activities. A thorough understanding of the breadth of acquisitions and supportability functions is fundamental. The incumbent is required to exercise a high degree of initiative and the ability to make independent decisions. The incumbent must also have the ability and professional stature to support and defend, as well as influence, Command programs and policy decisions at the highest levels of the government and studies at high levels, a marked degree of oral and written communication skills is essential.

**Criterion: A2.1.7. Mission of the Organization.**

**Application:** The Command, Control, Communications and Computer Systems Directorate (TCJ6) is responsible for long-range planning, policy guidance, security, direction, technical



control and program management for projects involving the development and implementation of major Command and Control and transportation information management systems across the spectrum of Defense Transportation. TCJ6 also is responsible for the development, maintenance and integration of the operational, systems, and technical views for the Joint Distribution Architecture and Defense Transportation System Enterprise Architecture (DTS EA), coordinating changes with DOD components and the component commands. In addition, TCJ6 is responsible for development and management of the DOD Distribution Portfolio, supporting the Commander, US Transportation Command, as the DOD Distribution Process Owner. The DPO is to serve as the single entity to direct and supervise execution of the Strategic Distribution system. The DPO will improve the overall efficiency and interoperability of distribution related activities - deployment, sustainment and redeployment support during peace and war. The directorate is also responsible for all USTRANSCOM communications-computer current operations (systems and networks), information security, information management, and command-wide communications planning support for contingencies and exercises, and spectrum management. TCJ6 also manages command Communications Security (COMSEC), Computer Security (COMPUSEC), TEMPEST programs, and provides oversight of the DTS Information Security, Information Assurance and Information Protection programs to include USTRANSCOM and the Transportation Component Commands' network infrastructure. TCJ6 directs and controls the acquisition, architecture development, technology assessments, and requirements resolution of the Global Transportation Network (GTN)/Global Transportation Network for the Twenty-First Century (GTN 21). These systems provide In-Transit Visibility and automated command and control systems for mobility forces and defense logistics infrastructure, which enable the Commander, U.S. Transportation Command to manage the Defense Transportation System for the Department of Defense.

**Criterion: A2.1.8. Resources Managed and Employed**

**Application:** The Command Control, Communications and Computer Systems Directorate employs a highly streamlined staff of approximately 69 military, 52 civilian and 300 contractor employees. The division chiefs are either GS-15s or Colonels. Supports preparation of commands \$340M/year information system budget. Provides annual and multi-year work plan, schedules and resources, and oversees directorates \$65M/year budget.

**Criterion: A2.1.9. Geographical Area of Responsibility**

**Application:** The Deputy Director for DPfM, TCJ6-V, supports the Commander USTRANSCOM's global mission. Specifically, as the principal for Joint Distribution Architecture, IT Policy and DPfM, provides global distribution recommendations to the Commander on all information technology and capability issues dealing with the Joint Distribution Architecture, IT Policy and DPfM required to satisfy the warfighter during day-to-day and contingency operations.

**Criterion: A2.1.10. Authority to Make Decisions and Commit Resources.**

**Application:** This position is delegated authority to manage and direct all aspects of the directorate's plans and programs in consonance with instructions from higher authorities. This position includes the authority to manage and assign manpower and resources to achieve program goals; to establish acceptance and rejection criteria in contractual documents; to

establish management, procurement and support priorities; to establish specifications requirements; and to direct tasks to verify contractor compliance.

**Criterion: A2.1.11. Auxiliary Authority and Responsibilities Inherent in the Position.**

**Application:** The incumbent establishes overall plans, policies, priorities, and operating procedures; allocates resources within authorized limits; establishes and coordinates plans and programs as necessary to meet the Commands objectives; and resolves involving managerial and technical trade-offs. Responsibility for reviewing program progress and evaluating risk and relative value and way ahead approaches are vested in this position. The incumbent has the authority to redirect efforts to overcome critical, unforeseen difficulties and assure Command objectives are being met in an economical and timely manner.

**Criterion: A2.1.12. Impact on National Security or other National Interests.**

**Application:** The SECDEF designated the CDRUSTRANSCOM as DOD's Distribution Process Owner (DPO), charged with improving the overall efficiency and interoperability of global distribution related activities; deployment, sustainment, and redeployment support during peace and war. The DPO serves as the single entity to direct and supervise execution of the strategic distribution system, from "factory to foxhole", and linking the entire global DOD supply chain. The DPO's focus area extends from the source of supply to a point forward in a theater as defined by the regional combatant commander.

**Criterion: A2.1.13. Importance to Present and Future Effectiveness and Efficiency of the National Defense Establishment.**

**Application:** Information technology as a discipline focuses on effective design, validated business processes, process improvement, process re-engineering, test, training, deployment, and sustainment of reliable information technology tools within cost and time constraints; all done in an environment of change and uncertainty. Creating a common operating picture for the warfighter and supporting elements to work from is paramount. The appropriate direction, development, process standardization and implementation are of critical importance and urgency to national defense, national defense acquisitions and national defense technical programs.

**Criterion: A2.1.14. Effect on the Prestige of the Nation or the Armed Forces.**

**Application:** Due to the urgency, political interest and technological and managerial complexities of the roles and responsibilities newly assigned to the Command, executive abilities of an extremely high order are essential to assuring the Command's success. The incumbent must provide effective leadership to government, civilian, and contractor personnel if the Command is to meet its mission effectively and affordably.

**6. Senior Executive Service (SES) Determination:**

a. The SES includes executive positions classified above grade GS-15 that direct the work of an organization, are accountable for the success of one or more programs or projects, monitor and evaluate the accomplishment of organizational goals, supervise the work of employees other than personal assistants, and exercise important policy making and other executive functions. The subject position serves as the Deputy Director for Distribution Portfolio Management, and is responsible for leading IT resource management and corporate strategy, managing development

of USTRANSCOM's joint distribution architecture, and directing a subordinate organization. As such, the subject position meets the functional criteria for the SES. The grade level is discussed in "Classification Analysis" below.

b. AFI 36-901, Air Force Senior Executive Service, requires the immediate supervisor of an SES position to be SES or higher or an officer occupying a military position authorized as a General Officer. The immediate supervisor of the proposed position is the Director, Command, Control, Communications, and Computer Systems, USTRANSCOM/ TCJ6, a brigadier general level position. Additionally, there is an SES Deputy Director, TCJ6 (reference 3f(1)).

## 7. Classification Analysis:

a. Series and Title Determination: The Miscellaneous Administration and Program Series, GS-0301 includes positions the duties of which are to perform, supervise, or manage two-grade interval administrative or program work for which no other series is appropriate. The work requires analytical ability, judgment, discretion, and knowledge of a substantial body of administrative or program principles, concepts, policies, and objectives.

This Logistics Management Series, GS-0346, covers positions concerned with directing, developing, or performing logistics management operations that involve planning, coordinating, or evaluating the logistical actions required to support a specified mission, weapons system, or other designated program. The work involves: (1) identifying the specific requirements for money, manpower, materiel, facilities, and services needed to support the program; and (2) correlating those requirements with program plans to assure that the needed support is provided at the right time and place. Logistics work requires: (1) knowledge of agency program planning, funding, and management information systems; (2) broad knowledge of the organization and functions of activities involved in providing logistical support; and (3) ability to coordinate and evaluate the efforts of functional specialists to identify specific requirements and to develop and adjust plans and schedules for the actions needed to meet each requirement on time. Positions in this series require some degree of specialized knowledge of some or all of the logistics support activities involved. The paramount qualification requirement, however, is the ability to integrate the separate functions in planning or implementing a logistics management program. (Positions in which specialized knowledge of logistics support functions are the paramount requirement are classified to whichever specialized or general series is most appropriate.)

The Information Technology Management Series, GS-2210, covers two-grade interval administrative positions that manage, supervise, lead, administer, develop, deliver, and support information technology (IT) systems and services. This series covers only those positions for which the paramount requirement is knowledge of IT principles, concepts, and methods; e.g., data storage, software applications, networking. Information technology refers to systems and services used in the automated acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, assurance, or reception of information. Information technology includes computers, network components, peripheral equipment, software, firmware, services, and related resources.

The proposed position requires knowledge of IT, acquisition, logistics management, program planning, and general business practices. None of these is paramount, however, so the Miscellaneous Administration and Program Series, GS-0301, is appropriate. Selection of this series is also consistent with the assignment of the GS-0301 series to precedent SES positions with CIO-type functions in positions referenced in 3f(1) and 3f(2) above.

There are no prescribed titles for the GS-0301 series. The proposed title, Deputy Director for Distribution Portfolio Management, appropriately reflects the organizational and managerial duties and responsibilities of the proposed position.

**b. Analysis of the Proposed Position with Reference to OPM Position Classification**

**Standards:** Since there is no specific position classification standard for the GS-0301 series, the standard for the GS-2200 group is used, since it covers the most closely related type of work. The General Schedule Supervisory Guide (GSSG) also applies to evaluation of the managerial duties of this position.

**GS-2200 Standard**

The Information Technology standard provides factor level descriptions and position benchmarks for classification of non-supervisory positions. The subject position is a managerial position, so the GS-2200 standard is used only to evaluate its non-supervisory duties, which are predominantly in the policy/planning and systems analysis specialties as described in the standard. The non-supervisory duties of the proposed position do not exceed grade GS-15. Factor level ratings are: 1-8 (1550 points), 2-5 (650 points), 3-5 (650 points), 4-6 (450 points), 5-6 (450 points), 6/7-3D (280 points), 8-1 (5 points), and 9-1 (5 points), for a total of 4040 points (GS-14).

**General Schedule Supervisory Guide (GSSG)**

**Factor 1, Program Scope and Effect**

Level 1-4      775 Points

The incumbent advises higher-level officials of the JS, OSD, Services, Combatant Commands, Agencies, industry, academia and professional organizations of projects and status and impact to their organizations. The incumbent is responsible for corporate strategy, requirements and systems development, and resource management for IT systems and Joint Distribution Architecture. The program impacts all DOD agencies and military personnel and is crucial to DOD's effective accomplishment of its mission. It impacts large segments of the Nation's population and a major portion of the transportation, and it receives frequent or continuing congressional or media attention. The incumbent works under the very general administrative supervision of the Director, with latitude to work directly under the general supervision of the Commander, USTRANSCOM, to ensure timely responses to JDA, IT Policy, or DPfM issues are provided as required. The program has worldwide scope, impacts IT and distribution architecture DOD-wide, and is critical to national defense interests. The proposed position's scope and impact exceeds Level 1-4; however, it does not fully meet the criteria for the next higher level (1-5), inasmuch as some elements of program direction are shared with the J6 Director (brigadier general) and Deputy Director (SES).

**Factor 2, Organizational Setting**

Level 2-3 350 Points

The incumbent reports to the Director, Command, Control, Communications, and Computer Systems, USTRANSCOM/TCJ6, a brigadier general position.

**Factor 3, Supervisory and Managerial Authority Exercised**

Level 3-4 900 Points

The position exercises all of the delegated supervisory authorities and responsibilities at Level 3-2c and at least eight of those at Level 3-3b. Manages operations through two subordinate GS-15/colonel level division chiefs (four subordinate branches) with a total workforce of approximately 62 military, civilian, and contractor subordinates (see Criterion A2.1.2. above).

**Factor 4, Personal Contacts****Subfactor 4A- Nature of Contacts**

Level 4A-3 75 Points

The incumbent advises higher-level officials of the JS, OSD, Services, Combatant Commands, Agencies, industry, academia and professional organizations of projects and status and impact to their organizations. The incumbent presents and defends command IT priorities, knowledge, programs, developments, applications, education and training at the highest levels of the Joint Staff, OSD, Services, Combatant Commands, Agencies, industry and academia.

**Subfactor 4B- Purpose of Contacts**

Level 4B-3 100 Points

The incumbent reports to the Director, Command Control, Communications and Computer Systems Directorate (TCJ6), Deputy Commander, and Commander, USTRANSCOM, and keeps these individuals informed on status of all projects and issues. The incumbent advises higher-level officials of the JS, OSD, Services, Combatant Commands, Agencies, industry, academia and professional organizations of projects and status and impact to their organizations. The incumbent presents and defends command IT priorities, knowledge, programs, developments, applications, education and training at the highest levels of the Joint Staff, OSD, Services, Combatant Commands, Agencies, industry and academia.

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

Level 5-8 1030 Points

The position is responsible for providing direction and supervision over work performed in subordinate units by military and civilian personnel comparable to the GS-13 level (projected), which best characterizes the nature of the basic, mission oriented, non-supervisory work performed in the organization and which constitutes 25 percent or more of the workload (not positions or employees) of the organization. This level is consistent with the level credited for non-supervisory work throughout TCJ6 in the evaluation of the Deputy TCJ6 SES position (reference 3f(1)). This is based on projected staffing, however. If information becomes available to show that grade GS-12 should actually be credited, the proposed position would support Level 5-7 (930 points) and 100 points would be subtracted from the point total shown below in "GSSG Summary."

**Factor 6, Other Conditions**

Level 6-6      1325 Points

The Regional Director manages through two subordinate supervisors (GS-15/colonel) in the Enterprise Architecture Division and the IT Policy and DPfM Division, who supervise a staff of with a total staff of approximately 62 military, civilian, and contractor subordinates. Technical and administrative work supervised is comparable to at least grade GS-12. The diverse range of operations supported by USTRANSCOM and their worldwide scope requires extraordinary coordination and management integration of diverse projects.

**GSSG Summary:** 1-4 (775 points), 2-3 (350 points), 3-4 (900 points), 4A-3 (75 points), 4B-3 (100 points), 5-8 (1030 points), and 6-6 (1325 points), for a total of 4555 points. This exceeds the minimum point threshold for GS-15 (4055-up) by 500 points, a sufficient magnitude to indicate that the position minimally exceeds grade GS-15.

c. Conclusion Based on OPM Classification Standards: The position is properly in the 0301 series. The position exceeds grade GS-15 and is properly designated as SES. The title, Deputy Director for Distribution Portfolio Management, accurately reflects the duties of the position.

d. Other SES Position Designations: The proposed position meets the criteria for SES "career reserved," i.e., the duties and responsibilities require the position be filled by a career appointee to assure the public's confidence in the impartiality of Government. Based on the position's location in the organization, its reporting relationships, and its duties, it is properly designated as DV-6, Tier 4.

8. Comparable Positions: The proposed "Deputy for ..." position is one organizational level below most SES positions (Director/full Deputy Director) in joint commands. However, there is precedent for SES position at the Associate Director level in USSTRATCOM (reference 3f(3)).

9. RECOMMENDATION: Deputy Director for Distribution Portfolio Management, ES-0301, career reserved, DV-6, Tier 4.

Note: This is a re-evaluation of the proposed position originally evaluated on 25 February 2005. The documentation for this case has been revised (a) to reflect the proposed TCJ6 organizational structure, as it will exist after establishment of the proposed position rather than the current structure; and (b) to clarify that the proposed position has independent program direction responsibility for certain IT policy and distribution architecture issues.

(b)(6)

## **JUSTIFICATION CRITERIA FOR SES POSITION**

### **1. POSITION TITLE, SERIES, AND GRADE, ORGANIZATION AND LOCATION:**

**A. POSITION:** Deputy Director for Distribution Portfolio Management (DPfM), TCJ6-V, Command Control, Communications and Computer Systems

**B. ORGANIZATION:** United States Transportation Command

**C. LOCATION:** Scott Air Force Base, Illinois

### **2. RECOMMENDED SERIES AND GRADE: ES-301**

### **3. DESCRIPTION OF DUTIES:**

#### **Characteristics.**

Type: Deputy Director to the military General Officer, Command Control, Communications and Computer Systems Directorate

Scope: Functional Combatant Command, DOD Distribution Process Owner, Joint Distribution Architect (JDA), IT Policy, and DOD Distribution Portfolio Manager (DPfM)

Level: Unified Headquarters staff and information technology functions reporting to the Commander, USTRANSCOM who reports to the Secretary of Defense through the Chairman, Joint Chiefs of Staff.

Function: Chief architect for the JDA and DOD DPfM for OSD, Joint Staff (JS), Services, COCOMs, DLA, and other DOD Agencies, and the Commander, CDRUSTRANSCOM.

**Grade and Position of Superior, Principal Subordinates, and Lateral Points of Coordination.** The Deputy Director for DPfM, TCJ6-V, works under the broad policy guidance of the TCJ6 Director, a Brigadier General position. Principal subordinates include GS-15 division chiefs and GS-14/LTC branch chiefs, who supervise a total work force of approximately 62 military, civilian, and contractor employees engaged in all aspects of JDA, IT Policy, and DPfM information technology work. TCJ6-V must represent technical issues concerning all aspects of the command at the highest levels of the OSD, JS, Services, COCOMs, DLA, and other DOD Agencies. Lateral points of contact are with General Officers, senior civilian personnel within the OSD, JS, Services, COCOMs, DLA, and other DOD Agencies, industry, academia and professional organizations. The incumbent provides the strategic policy, planning and management processes of the Directorate for JDA, IT Policy and DPfM, and provides the continuity to ensure that long term JDA, IT Policy and DPfM plans, policies and programs are implemented IAW Distribution Process Owner and OSD direction.

**Proximity and Degree of Supervision over the Position.** Incumbent of this position performs duties subject to broad policy guidance from OSD, Joint Staff (JS), Services, COCOMs, DLA,

## **JUSTIFICATION CRITERIA FOR SES POSITION**

### **1. POSITION TITLE, SERIES, AND GRADE, ORGANIZATION AND LOCATION:**

**A. POSITION:** Deputy Director for Distribution Portfolio Management (DPfM), TCJ6-V, Command Control, Communications and Computer Systems

**B. ORGANIZATION:** United States Transportation Command

**C. LOCATION:** Scott Air Force Base, Illinois

### **2. RECOMMENDED SERIES AND GRADE: ES-301**

### **3. DESCRIPTION OF DUTIES:**

#### **Characteristics.**

Type: Deputy Director to the military General Officer, Command Control, Communications and Computer Systems Directorate

Scope: Functional Combatant Command, DOD Distribution Process Owner, Joint Distribution Architect (JDA), IT Policy, and DOD Distribution Portfolio Manager (DPfM)

Level: Unified Headquarters staff and information technology functions reporting to the Commander, USTRANSCOM who reports to the Secretary of Defense through the Chairman, Joint Chiefs of Staff.

Function: Chief architect for the JDA and DOD DPfM for OSD, Joint Staff (JS), Services, COCOMs, DLA, and other DOD Agencies, and the Commander, CDRUSTRANSCOM.

**Grade and Position of Superior, Principal Subordinates, and Lateral Points of Coordination.** The Deputy Director for DPfM, TCJ6-V, works under the broad policy guidance of the TCJ6 Director, a Brigadier General position. Principal subordinates include GS-15 division chiefs and GS-14/LTC branch chiefs, who supervise a total work force of approximately 62 military, civilian, and contractor employees engaged in all aspects of JDA, IT Policy, and DPfM information technology work. TCJ6-V must represent technical issues concerning all aspects of the command at the highest levels of the OSD, JS, Services, COCOMs, DLA, and other DOD Agencies. Lateral points of contact are with General Officers, senior civilian personnel within the OSD, JS, Services, COCOMs, DLA, and other DOD Agencies, industry, academia and professional organizations. The incumbent provides the strategic policy, planning and management processes of the Directorate for JDA, IT Policy and DPfM, and provides the continuity to ensure that long term JDA, IT Policy and DPfM plans, policies and programs are implemented IAW Distribution Process Owner and OSD direction.

**Proximity and Degree of Supervision over the Position.** Incumbent of this position performs duties subject to broad policy guidance from OSD, Joint Staff (JS), Services, COCOMs, DLA,



DISA, and other DOD Agencies. The incumbent has complete responsibility for assigned areas and is permitted maximum latitude for independent judgment to plan and execute assignments. Work is performed under the very general administrative supervision of the Director, with latitude to work directly under the general supervision of the Commander, USTRANSCOM, to ensure timely responses to JDA, IT Policy, or DPfM issues are provided as required. Reliance is placed on the individual in determining means and methods to achieve specific goals and objectives. Since the majority of the problems and issues, which the incumbent addresses, are extremely complex in scope and subject to numerous variables, very few existing solutions apply. The incumbent is expected to exercise a high degree of creativity and innovation in applying sound, mature judgment to develop effective solutions to a wide range of technical and resource management problems and issues.

**Nature, Extent, and Level of Significant Official Relations with U.S. Foreign Government Officials, and with the Public.** The incumbent reports to the Director, Command Control, Communications and Computer Systems Directorate (TCJ6), Deputy Commander, and Commander, USTRANSCOM, and keeps these individuals informed on status of all projects and issues. The incumbent advises higher-level officials of the OSD, JS, Services, COCOMs, DLA, and other DOD Agencies, industry, academia and professional organizations of projects and status and impact to their organizations. The incumbent presents and defends command IT priorities, knowledge, programs, developments, applications, education and training at the highest levels of the OSD, JS, Services, COCOMs, DLA, and other DOD Agencies, industry and academia.

**Reflection of National Emphasis and Determination.** The Secretary of Defense appointed the CDRUSTRANSCOM as the Distribution Process Owner for DOD. He recognized the need for one single, accountable person to manage the global supply chain process achieving an optimized end-to-end process - factory to foxhole.

This position will promulgate and document joint distribution enterprise architecture, IT Policy, and Distribution Portfolio Management guidance. Where appropriate the incumbent will make policy and procedural recommendations to the OSD, JS, Services, COCOMs, DLA, and other DOD Agencies, and CDRUSTRANSCOM. The incumbent will collaborate with OSD, JS, Services, COCOMs, DLA, DISA, and other DOD Agencies and Industry in the areas of best practices, core processes, process improvement, and process re-engineering, and encourage rapid prototyping and business case studies. The incumbent will speak in military and civilian oriented public forums and responds to congressional members' queries.

**Special Qualifications Required by the Position.** A Bachelor's degree and an advanced degree in Management, Logistics, Information Technology or related discipline are required. This position requires substantial and demonstrated experience in the management of large, complex, technical activities. A thorough understanding of the breadth of acquisitions and supportability functions is fundamental. The incumbent is required to exercise a high degree of initiative and the ability to make independent decisions. The incumbent must also have the ability and professional stature to support and defend, as well as influence, Command programs and policy decisions at the highest levels of the government and studies at high levels, a marked degree of oral and written communication skills is essential.

**Mission of the Organization.** The Command, Control, Communications and Computer Systems Directorate (TCJ6) is responsible for long-range planning, policy guidance, security, direction, technical control and program management for projects involving the development and implementation of major Command and Control and transportation information management systems across the spectrum of Defense Transportation. TCJ6 also is responsible for the development, maintenance and integration of the operational, systems, and technical views for the Joint Distribution Architecture and Defense Transportation System Enterprise Architecture (DTS EA), coordinating changes with DOD components and the component commands. In addition, TCJ6 is responsible for development and management of the DOD Distribution Portfolio, supporting the Commander, US Transportation Command, as the DOD Distribution Process Owner. The DPO is to serve as the single entity to direct and supervise execution of the Strategic Distribution system. The DPO will improve the overall efficiency and interoperability of distribution related activities - deployment, sustainment and redeployment support during peace and war.

The directorate is also responsible for all USTRANSCOM communications-computer current operations (systems and networks), information security, information management, and command-wide communications planning support for contingencies and exercises, and spectrum management. TCJ6 also manages command Communications Security (COMSEC), Computer Security (COMPUSEC), TEMPEST programs, and provides oversight of the DTS Information Security, Information Assurance and Information Protection programs to include USTRANSCOM and the Transportation Component Commands' network infrastructure.

TCJ6 directs and controls the acquisition, architecture development, technology assessments, and requirements resolution of the Global Transportation Network (GTN)/Global Transportation Network for the Twenty-First Century (GTN 21). These systems provide In-Transit Visibility and automated command and control systems for mobility forces and defense logistics infrastructure, which enable the Commander, U.S. Transportation Command to manage the Defense Transportation System for the Department of Defense.

**Resources Managed and Employed.** The Command Control, Communications and Computer Systems Directorate employs a highly streamlined staff of approximately 69 military, 52 civilian and 300 contractor employees. The division chiefs are either GS-15s or Colonels. Supports preparation of commands \$340M/year information system budget. Provides annual and multi-year work plan, schedules and resources, and oversees directorates \$65M/year budget.

**Geographical Area of Responsibility.** The Deputy Director for DPfM, TCJ6-V, supports the Commander USTRANSCOM's global mission. Specifically, as the principal for Joint Distribution Architecture, IT Policy and DPfM, provides global distribution recommendations to the Commander on all information technology and capability issues dealing with the Joint Distribution Architecture, IT Policy and DPfM required to satisfy the warfighter during day-to-day and contingency operations.

**Authority to Make Decisions and Commit Resources.** This position is delegated authority to manage and direct all aspects of the directorate's plans and programs in consonance with

instructions from higher authorities. This position includes the authority to manage and assign manpower and resources to achieve program goals; to establish acceptance and rejection criteria in contractual documents; to establish management, procurement and support priorities; to establish specifications requirements; and to direct tasks to verify contractor compliance.

**Auxiliary Authority and Responsibilities Inherent in the Position.** The incumbent establishes overall plans, policies, priorities, and operating procedures; allocates resources within authorized limits; establishes and coordinates plans and programs as necessary to meet the Commands objectives; and resolves involving managerial and technical trade-offs. Responsibility for reviewing program progress and evaluating risk and relative value and way ahead approaches are vested in this position. The incumbent has the authority to redirect efforts to overcome critical, unforeseen difficulties and assure Command objectives are being met in an economical and timely manner.

**Impact on National Security or Other National Interests.** The SECDEF designated the CDRUSTRANSCOM as DOD's Distribution Process Owner (DPO), charged with improving the overall efficiency and interoperability of global distribution related activities; deployment, sustainment, and redeployment support during peace and war. The DPO serves as the single entity to direct and supervise execution of the strategic distribution system, from "factory to foxhole", and linking the entire global DOD supply chain. The DPO's focus area extends from the source of supply to a point forward in a theater as defined by the regional combatant commander.

**Importance to Present and Future Effectiveness and Efficiency of the National Defense Establishment.** Information technology as a discipline focuses on effective design, validated business processes, process improvement, process re-engineering, test, training, deployment, and sustainment of reliable information technology tools within cost and time constraints; all done in an environment of change and uncertainty. Creating a common operating picture for the warfighter and supporting elements to work from is paramount. The appropriate direction, development, process standardization and implementation are of critical importance and urgency to national defense, national defense acquisitions and national defense technical programs.

**Effect on the Prestige of the Nation or the Armed Forces.** Due to the urgency, political interest and technological and managerial complexities of the roles and responsibilities newly assigned to the Command, executive abilities of an extremely high order are essential to assuring the Command's success. The incumbent must provide effective leadership to government, civilian, and contractor personnel if the Command is to meet its mission effectively and affordably.

## **COMMAND, CONTROL, COMMUNICATIONS, and COMPUTER SYSTEMS DIRECTORATE**

Plans and programs for, implements, and manages command, control, communications, and computer (C4) systems, products, and services for the Commander and staff of US Transportation Command. Develops and/or oversees long-range planning, policy, technical integration and interoperability, life-cycle support, and program management for major transportation C4 systems DOD-wide. Principle advisor to USTRANSCOM Commander and senior USTC senior leadership on all Information Resource Management (IRM) and Information Technology (IT) related issues. Chief Information Officer to USTRANSCOM. Chief architect for the Joint Distribution Architecture and DOD Distribution Portfolio Management (DPfM) for OSD, Joint Staff (JS), Services, COCOMs, DLA, other DOD Agencies, and CDRUSTRANSCOM

### **Deputy Director for Command, Control, Communications, and Computer Systems**

- Serves as principal assistant and advisor to the Director for DOD information technology and business related matters
- Provides authoritative technical direction to the Director, Deputy Commander and Commander on information technology contractual efforts
- Identifies areas for process improvement to reduce DOD costs and improve customer service
- Advises TCJ6 and all other directors, Deputy Commander, and Commander on complex information technology issues, procurement actions and related problems
- Develops command strategies on alternatives as required to meet operational requirements
- Analyzes existing programs and initiatives from a business and technology perspective to assist leadership in decision-making
- Identifies and evaluates new and improved business process initiatives and assesses impact on USTRANSCOM
- Supports preparation of Command's \$340M/year information systems budget
- Develops recommendations on program funding and information technology support contracts
- Establishes organizational objectives, policies and priorities for the directorate
- Integrates and provides for continuity of effort among the Directorate's staff to meet directorate and Command goals
- Directs the operations of the TCJ6 directorate in the absence of the Director

## **Deputy Director for Distribution Portfolio Management**

- Leads, implements and manages DPfM for new, changing, and updated IT, functional requirements and capabilities (including Training, Project Management, Transition/Migration Plans, and IT Investment)
- Co-chairs Distribution Functional Working Group (DFWG), a joint-level working group
- Leads IT resource management and corporate strategy
- Serves as the USTRANSCOM expert on DODAF architecture matters
- Serves as the USTRANSCOM configuration manager for the Enterprise Architecture (EA)
- Integrates EA with the DOD EA, coordinating EA changes with DOD service components and TCCs
- Serves as the USTRANSCOM rep for the Architecture Oversight Group (AOG)
- Leads Enterprise Architecture development for SPO
- Monitors Military Communications-Electronics Board (MCEB) for emerging requirements and inclusion into the Enterprise Architecture
- Oversees IT Enterprise change management development requirements
- Directs the operations of the TCJ6 directorate in the absence of the Director and the Deputy Director

## **Enterprise Architecture Division**

- Develops, aligns, maintains, and integrates operational, systems, and technical views for the EA
- Facilitates changes in the EA as driven by duplication and gap analysis of capabilities and requirements
- Encourage EA Compliance of all IT Systems
- Manages Enterprise Architecture waiver process
- Manages Corporate Resource Information Source (CRIS) database
- Performs configuration management ensuring sequencing of Enterprise Architecture development

## **Operational Architecture Branch**

- Establish and maintain standard profiles for operational activities
- Conduct and facilitate workshops to collect and vet data for all functional activities and processes
- Performs Configuration Management for all operational view products
- Manages external architecture alignments IAW approved architecture reference model
- Develop and maintain operational primary threads for various operational views
- Support operational assessments in concert with Portfolio managers
- Directs front-end development providing access to operational architecture views
- Provides support to reconciliation workshops linking process capabilities to IT System functions

## **System & Technology Architecture Branch**

- Establish and maintain standard profiles for IT Systems
- Reconciliation of IT System functions with process capabilities
- Develops and Manages Corporate Resource Information Source (CRIS) database
- Develop, direct and perform Technical Assessment for all TWCF IT Systems
- Supports Portfolio managers in performing technical reviews
- Performs Configuration Management for all System and Technical view products
- Performs data calls for all IT Systems
- Prioritizes and develops front-end applications to CRIS
- Component Sponsor to OSD for certification of all IT Systems
- Member to OSD's DoD IT Standards Registry working group

### **IT Policy and Distribution Portfolio Management Division**

- Analyzes, selects, controls and evaluates all Distribution and Deployment-related IT systems
- Facilitates the analysis & evaluation of IT systems requirements and capabilities for USTRANSCOM mission and strategic planning contribution and applicability
- Implements and manages Portfolio Management for new, changing, and updated TWCF and Distribution IT and functional requirements and capabilities
- Facilitate the development of business case studies
- Manages IT Investment Strategy & Management CIO Program Review Process (CPRP)
- Develops, implements, and manages IT funding strategy based on IT requirements and capabilities
- Manages systems migration to the Enterprise Architecture (EA) Technical View (TV)
- Ensures CIO Statutory Compliance
- Develops, reviews, and integrates IT Systems Policy
- Manages and oversees IT contracts
- Develops and manages IT strategic planning
- Manages division budget/resources

### **Portfolio Analysis Branch**

- Analyzes, selects, controls and evaluates all Distribution and Deployment-related IT systems
- Implements and manages Portfolio Management for new, changing, and updated TWCF and Distribution IT and functional requirements and capabilities
- Facilitates the development of business case studies
- Manages systems migration to the Enterprise Architecture (EA) Technical View (TV)
- Ensures CIO Statutory Compliance
- Develops and manages IT strategic planning
- Serves as J6 representative for Personnel, Manpower, and Space Management Allocation issues

### **IT Policy and Investment Management Branch**

- Facilitates the analysis & evaluation of IT systems requirements and capabilities for USTRANSCOM mission and strategic planning contribution and applicability
- Manages IT Investment Strategy & Management CIO Program Review Process (CPRP)
- Develops, implements, and manages IT funding strategy based on IT requirements and capabilities
- Develops, reviews, and integrates IT Systems Policy
- Manages and oversees IT contracts
- Manages division budget/resources

### **CIO Support Division**

- Leads and manages corporate data environment
- Serves as the focal point for Chief Information Officer (CIO) activities
- Serves as Transition Manager for ACTD global transportation integration and architecture IT activities
- Serves as the component data administrator for USTRANSCOM
- Integrates EA with the DOD EA, coordinating changes with DOD service components and TCCs
- Serves as ADUSD (AT&L) Integration Working Group representative
- Serves as the technical Director for CIO

### **Enterprise Data Branch**

- Manages Transportation Data Management Program (data models & standards, extensible Mark-up Language (XML) standards, reference tables, etc.)
- Manages and implements USTRANSCOM data architecture
- Designs, implements, and maintains USTRANSCOM Master Model
- Manages Data Quality Program
- Manages synchronization of redundant data management initiatives
- Manages elimination of redundant interfaces and integration of source data
- Implements Corporate Data Environment (CDE)
- Supports implementation of the Corporate Data Solution (CDS)
- Assists program managers in implementing data standards
- Assists DISA in managing JDA reference tables
- Implements and manages the Knowledge Management Data Integration layer of the CDE
- Designs, implements, and maintains the USTRANSCOM data repository
- Manages and oversees transportation-related XML Namespace
- Manages the Defense Transportation Electronic Business (DTEB) program
- Chairs the DTEB Committee (USTRANSCOM, TCCs, Services, DLA, DFAS, and GSA)
- Co-chairs the Ocean, Rail, and Motor Automated Carrier Interface Task Groups
- Serves as functional focal point to the commercial transportation industry on Electronic Data Interchange (EDI) implementation and related issues
- Serves as contracting officer rep for the "Implementing Electronic Business/Electronic Commerce Techniques in Support of Defense Transportation" contract with Logistics Management Institute (LMI)
- Reviews and comments on all new/revised EDI Implementation Conventions (ICs)
- Reviews and comments on all proposed data maintenance items affecting published transportation ICs
- Serves as the Transportation Functional Work Group Chair within the DOD and Federal EDI standards community
- Reviews, comments and votes on all proposed DOD and Federal ICs disseminated by the DOD EDI Standards Management Committee (EDISMC)
- Provides Distribution Community of Interest (D-COI) policy, procedures, and toolset support

### **Enterprise Interoperability Laboratory**

- Conducts IT conformance and compatibility testing
- Conducts IT product assessment and evaluations to ensure IT integration and interoperability among Distribution and Deployment systems
- Performs interoperability certification testing
- Provides support to development initiatives
- Performs IT systems commodity purchasing
- Oversees requirements processing program

### **Future Capabilities Branch**

- Conducts technology demonstrations in support of Distribution Process Owner (DPO)
- Leads testing of new logistics warfighting capabilities
- Serves as focal point for analyzing integration and interoperability issues
- Leads distributed test environment
- Oversees and monitors enterprise R&D efforts

## **Operations & Plans Division**

- Manages command C4S Operations and Maintenance (O&M)
- Establishes USTRANSCOM's and TCC's C4S O&M interoperability standards, directives, and procedures
- Serves as the Designated Approval Authority (DAA) for the command's C4S collateral systems/networks
- Manages communications planning support for contingencies and exercises
- Provides C4S support to command Deployment Distribution Operations Center (DDOC)
- Plans, executes and sustains deployed Deployment Distribution Operation Centers (DDOCs)

## **Information Assurance Branch**

- Operates the Global C4 Intelligence (C4I) Coordination Center (GCCC) as the J6 support entity of USTRANSCOM Deployment Distribution Operations Center (DDOC)
- Serves as command 24-hour focal point for Information Assurance
- Maintains current operational status of C4IS supporting JDA
- Coordinates C4IS restoration actions
- Maintains Information Assurance Command Operation Picture (IA COP)
- Manages the Command Information Assurance Program (Network Management, Information Protection, and Service Assurance)
- Serves as Command Designated Approval Authority representative
- Manages the command Certification and Accreditation (C&A) program
- Manages the command Information Assurance Vulnerability Assessment (IAVA) program
- Manages the command COMSEC program

## **Plans Branch**

- Plans, executes and sustains deployed Deployment Distribution Operation Centers (DDOCs)
- Manages USTRANSCOM satellite communications programs and projects
- Plans/engineers C4I systems satellite and terrestrial network support
- Advocates/manages/apportions command satellite communications space segment and bandwidth resources
- Plans and operates MILSTAR terminals
- Manages USTRANSCOM's Satellite Communications Database (SDB) requirements
- Represents USTRANSCOM regarding spectrum management issues
- Manages TCJ6 inputs for Joint Quarterly Readiness Review (JQRR)
- Manages TCJ6 JULLS RAP and JMETS
- Develops and maintains C4S portion of CAAs
- Develops and maintains USTRANSCOM Annex K for supporting OPLANs
- Represents J6 at Joint Theater Tactical Networks Configuration Control Board (JTJN-CCB)
- Coordinates/advocates component commands' requirements for C4S resources to prosecute assigned missions
- Processes/validates Satellite Access Request (SAR)/Gateway Access Request (GAR) and Global Broadcast System (GBS) Mission Request (GMR) in support of USTRANSCOM component commands' requirements



## **Systems Operations Branch**

- Provides operations and maintenance support for all Headquarters C4I Systems
- Provides operations and maintenance support for key USTRANSCOM C2 ITV systems including GTN, GTN21, TRAC2ES, GCCS, SMS
- Provides operations and maintenance for Unclassified and Classified official messaging systems
- Provides voice, video, and data services on Unclassified, Collateral Secret, and SCI networks
- Provides policy, architecture, network engineering, configuration management, and database administration for Headquarters C4I Systems
- Provides 24-hour customer support (flag officer support and help desk).
- Operates and maintains NIPRNET and Secret Internet Protocol Router Network (SIPRNET) Network Infrastructure and Office Information Systems (OIS)
- Performs Automated Data Processing Equipment (ADPE) Inventory Control and Personal Computer maintenance
- Provides Secure and Non-secure Audiovisual and Video-teleconferencing support

## **Programs Division**

- Exercises program management responsibility for C4I systems to meet validated and funded requirements
- Provides command oversight for DOD and Joint C4I programs affecting USTRANSCOM
- Implements technical solutions IAW current C4S policies, funding constraints, acquisition strategies, maintenance concepts, and configuration management plans
- Develops and maintains program plan to manage each assigned project
- Conducts periodic program management reviews
- Manages the installation, training, maintenance, and integrated logistics support for C4I programs
- Executes the Planning, Programming and Budgeting process for assigned C4I programs
- Capitalizes on emerging technologies for USTRANSCOM IT initiatives culminating in delivering the capability of network centric management of the JDA to USTRANSCOM
- Integrates technologies into USTRANSCOM IT services for enhancing the access, capabilities or security of JDA

## **C2 Programs Branch**

- Manages the development, implementation and/or sustainment of the following DOD and USTRANSCOM command and control programs:
  - Advance Transportation for the Twenty First Century (AT21)
  - TRANSCOM Regulating And Command & Control Evacuation System (TRAC2ES)
  - Global Command and Control System (GCCS)
  - Global Combat Support System (GCSS)
  - Audiovisual systems
    - Command presentation systems
    - Video teleconferencing systems
  - Defense Message System (DMS)
  - Info Workspace (IWS)
  - Defense Collaboration Tool Suite (DCTS)
  - Next Generation Collaboration System (NGCS)
  - Transportation Common Operating Picture (TRANSCOP)
  - Joint Mobility Control Group (JMCG)
  - Knowledge Wall

- Deployment and Distribution Operations Center (DDOC) Reporting Tools
- Single Mobility System (SMS)
- Logbook
- Joint Operational Support Airlift Information Management System (JOSAIMS)
- Distribution Flow Analysis (DFA)
- Modeling and Simulation
  - Analysis of Mobility Platform (AMP)
  - Joint Flow and Analysis System for TRANSCOM (JFAST)
  - Aerial Port of Debarkation (APOD) Model
- Customs Process Automation (CPA)
- Defense Courier Automated Management System (DCAMS) Next Generation (NG)

### **Infrastructure Branch**

- Manages the development, implementation and/or sustainment of the following DOD and USTRANSCOM infrastructure programs:
  - Defense Courier Automated Management System (DCAMS) Next Generation (NG)
  - Transportation Financial Management System (TFMS)
  - Defense Enterprise Accounting and Management System (DEAMS)
  - Infostructure (storage/computing consolidation)
  - Web Services
    - Portals
  - USTRANSCOM Local Area Network
    - Classified and Unclassified Office Automation/Information/E-mail capabilities
    - Command-specific S/W access/integration
  - Joint Personnel System (JPS)
  - Commander's Resource Integration System (CRIS)
  - Information Assurance (IA)
    - Information Protection (IP)
    - Service Assurance (SA)
    - Network Management (NM)
    - Secure Infrastructure Human Interface (SIHI)
      - Public Key Infrastructure (PKI)
      - Common Access Card (CAC)
      - Biometric capabilities
  - Software Consolidation (Enterprise licenses)
  - Electronic Information Management (EIM)
    - Knowledge Management
    - Workflow
    - Records management

### **Global Transportation Network (GTN) Program Management Division**

- Plans, budgets, develops, and implements USTRANSCOM global command and control and ITV system, the GTN
- Coordinates acquisition activities with appropriate OSD and acquisition oversight agencies
- Develops and maintains software and hardware IAW user requirements
- Develops and oversees the long-range planning, policy, technical integration, and interoperability of major transportation C4 systems DOD-wide

### **Program Management Branch**

- Formulates, coordinates, and implements acquisition strategy for GTN and GTN21 Programs
- Ensures program compliance with all regulatory and statutory requirements for ACAT 1AC programs
- Reports program status concerning cost, schedule, and performance to Air Force and OSD oversight communities and USTRANSCOM command structure
- Manages cost, schedule, and performance by project/increment for development and operations and maintenance of GTN and GTN21 programs
- Ensures integration of all projects/increments into a seamless system
- Ensures that GTN and GTN21 interface properly with required source and destination systems
- Assimilates, organizes, and communicates award fee feedback information to GTN and GTN21 prime contractors
- Briefs Award Fee Review Boards and makes recommendation to Award Fee Determining Official
- Translates transportation operational requirements into acquisition projects/increments, including the collection, documentation, integration, tracking, and life-cycle management of GTN and GTN21 programs
- Integrates acquisition specialties (engineering, test and evaluation, contracting, etc.) through the Integrated Product and Process Development (IPPD) process
- Coordinates with all stakeholders to ensure programs meet operational needs within budget and schedule constraints
- Receives procurement and acquisition management services from the HQ Air Mobility Command Contracting Flight responsible for contract management support to the GTN contract

### **Program Control Branch**

- Develops, coordinates, and maintains an integrated program contract and financial management system
- Manages all GTN program control aspects including acquisition strategy programmatic problems
- Develops and prepares acquisition documentation to support GTN as required to meet OSD and Air Force acquisition milestones, reviews, and overall program and documentation schedules
- Writes and coordinates task orders to ensure future GTN development and associated requirements are accurately documented to the contractor
- Monitors contractor performance, to include performing quality assurance evaluator functions, oversight of program cost and schedule performance, master schedule coordination and maintenance, and analysis of contract funds status
- Develops, reviews, updates, coordinates, and executes and integrated budget a financial management program, to include program management analysis, cost estimation, resource analysis, expense and obligation accounting, support agreements, and audit reports

### **Engineering Branch**

- Performs engineering disciplines, to include systems engineering, software engineering, database engineering, computer equipment planning and acquisition, communications engineering, security engineering, and integrated logistics support
- Provides engineering support, including communications and security engineering, and reliability/maintainability/availability analyses
- Develops and maintains GTN C4 Intelligence Support Plan (C4ISP) and GTN Security Plan
- Reviews and approves all GTN technical requirements, specifications, architecture, design and implementation documents
- Evaluates and recommends the use of integrated computer-aided software engineering (ICASE) tools
- Oversees configuration management of GTN software, hardware, and documentation, including configuration identification and control of functional, allocated, and product baselines
- Provides secretariat to GTN Configuration Control Board (CCB) and chairs working group meetings

### **Test and Evaluation Branch**

- Assesses and provides information to support program risk planning (identification, avoidance and mitigation)
- Leads Test and Evaluation (T&E) activities within the GTN Division
- Maintains continuous insight into the contractors' developmental test efforts
- Develops T&E objectives and issues based on requirements
- Applies appropriate tools and techniques for conducting developmental and operational T&E in support of system development
- Employs modeling and simulation techniques
- Leads the Combined Test Force including representatives of Air Force Developmental Test Organization, Air Force Operational Test and Evaluation Command, system users and the prime development contractors
- Chairs the Test and Evaluation Integrated Process Team
- Develops and maintains Test and Evaluation Master Plan
- Facilitates identification of testable requirements with the user representatives
- Manages the T&E process to include test schedule, resource and budget planning
- Provides government interface to the developing contractor regarding T&E issues
- Assesses system maturity, technical performance specifications, operational effectiveness, suitability and survivability for intended use within the GCSS family of systems



NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) POSITION DESCRIPTION								
POSITION AND HIRING INFORMATION								
STANDARD POSITION NUMBER N1061		2. POSITION TITLE PROGRAM ANALYST				3. OCCUPATIONAL CODE 0343		
4. ORGANIZATIONAL TITLE USTRANSCOM Program Analyst		5. CAREER GROUP SC	6. PAY SCHEDULE YA	7. PAY BAND 2	8. TARGET PAY BAND N/A	9. OPM FUNCTIONAL CODE		
10. DRUG TEST ___ YES ___ X NO	11. BUS CODE 8888	12. FAIR LABOR STANDARDS ACT ___ N ___ X E 5CFR 551.205				13. DOD SUPERVISORY STATUS & AF SL DoD-8, AF-8		
14. KEY/EMERGENCY ESSENTIAL NO	15. MOBILIZATION INDICATOR NO	16. ENVIRONMENTAL/HAZARD DIFFERENTIAL NO			17. CERTIFICATION REQUIRED YES ___ X ___ NO			
18. POSITIVE EDUCATION REQUIREMENTS ___ YES ___ X ___ NO		19. LANGUAGE REQUIRED ___ YES ___ X ___ NO		20. LANGUAGE IDENTIFIER N/A				
21. FINANCIAL STATEMENTS REQUIRED X YES ___ NO		22. POSITION SENSITIVITY Non-Critical Sensitive		23. PAY POOL IDENTIFIER		24. LAUTENBERG/SMITH AMENDMENT ___ YES ___ X ___ NO		
<p>25. DUTIES: Serves as a Directorate point of contact for portfolio development and management in relation to the Communication Program Review Process (CPRP). Supports all efforts to align programs with portfolios for the USTRANSCOM Chief Information Officer (CIO). Defines standards, develops solutions, manages contracts, provides expertise and develops executive level feedback for the management of the Defense Transportation Systems (DTS) transportation and logistics portfolios. Analyzes, develops, and evaluates programs and portfolios, and develops recommendations to resolve any issues and works to effect those recommendations. Applies qualitative and quantitative analytical techniques that frequently require modifications to fit a wide range of variables. Executes USTRANSCOM's information technology (IT) policy and directive compliance program. Develops metrics, products and policies enabling the CIO USTRANSCOM's compliance monitoring of: the Clinger-Cohen Act (IT Management Reform Act (ITMRA)), Government Performance and Results Act (GPRA), Paper Reduction Act of 1995 (PRA), and H.R. 2561-50. Provides periodic compliance reviews, briefings, implementation updates and metrics analyses to senior USTRANSCOM leadership on subject such as compliance with IT and security standards, program performance monitoring, and status of deliverables vs. what was projected. Incorporates compliance objectives into integration management, change management, and architecture management efforts throughout the DTS. Serves as an acquisition and financial liaison for the Directorate to help plan and organize investment activities for the CIO, ensuring compliance with legal and regulatory requirements and ensuring customer needs are met. Actively participates in IT strategic planning activities to improve organizational direction and focus using strategic planning tools and techniques. Facilitates CPRP and documents planning and programming decisions in appropriate formats to meet OSD, DOD, Joint Staff, and command requirements. Identifies non-standard or emerging operational requirements, assesses impact on assigned programs, and develops recommendations. Develops strategies and products for effective marketing of CPRP issues and decisions, ensuring the DTS community remains fully informed.</p>								
26. POSITION'S ORGANIZATION USTRANSCOM TCJ6								
27. POSITION OCCUPIED Competitive				28. a. DUTY STATION (City - County - State Or Overseas Location) Scott Air Force Base, IL				
				b. GEOGRAPHICAL LOCATION CODE 177835163				
29. Core Competencies Air Force Skill Codes:								
Percentage	Skill Code	Shred	Subshred	Literal Translation				
50%	ARLPLN			Program Analysis/Planning				
50%	ARLPRG			Program Analysis/Programming				

# NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) POSITION DESCRIPTION

## 30. COMPONENT INFORMATION

A. STANDARD OCCUPATION CODE (SOC)		B. NATIONAL GUARD BUREAU		C. AIR/ARMY RESERVE TECHNICIAN	
		DUAL STATUS NON-DUAL STATUS		YES NO	
D. AF SPEC CODE/ MIL OCCUPATIONAL SPEC	E. ROLE LEAVE BLANK	F. SPECIALTY LEAVE BLANK		G. SCOPE AND IMPACT LEAVE BLANK	
0654F					
H. ORGANIZATIONAL ENVIRONMENT	I. CAREER FIELD/ COMMUNITY Comm and Info	J. RESERVED FOR COMPONENT USE Org Func Code: CMY Centrally Managed Type: No Comp Level Code: K78A		31. PPP OPTION CODE	
HQ USTRANSCOM					

## 32. SKILLS INFORMATION

1. Mastery knowledge of a wide range of qualitative and/or quantitative methods for assessment and improvement of joint level plans and programs for conducting major operations such as deployment, distribution, acquisition, mobilization, exercise, or similar operations.
2. Ability to plan, organize, and negotiate effectively with senior analyst and management to accept and implement recommendations, where proposals involve substantial resources, and require extensive changes in established concepts and procedures.
3. Skill in fact-finding, contract analysis and pricing techniques, problem resolution, and development of concrete action plans to solve problems.
4. Professional skill and ability to communicate effectively, both orally and in writing, complex technical issues and statements prepared for senior military, government, and civilian officials in OST, Joint Staff, DLA, Military Services, Transportation Component Commands, and commercial logistics partners. Skills and ability to present technical briefings, chair meetings, and prepare reports.
5. Knowledge of defense acquisition processes and Planning, Programming, Budgeting System (PPBS) relative to information technology system development and funding.
6. Ability to assimilate, analyze, and evaluate data to formulate command positions; able to articulate requirements and present reports in final format.

## 33. CONDITIONS OF APPOINTMENT/OTHER SIGNIFICANT FACTS

Incumbent may be required to travel by regularly scheduled passenger, military, or commercial aircraft in the performance of temporary duty assignments.


Logistics operations or IT experience is desirable for the successful completion of the work.

The employee must obtain and maintain a Secret security clearance.

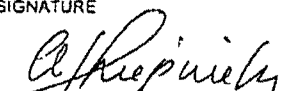
This position may require the employee to work other than normal duty hours, which may include overtime.

34. OTHER REQUIREMENTS	B. DOD RESERVED	C. DOD RESERVED	D. DOD RESERVED	E. COMPONENT USE
A. DOD RESERVED				

## 35. AUTHORIZED MANAGEMENT OFFICIAL

a. SIGNATURE	b. TITLE	c. DATE (YYYY/MM/DD)
	Chief, Distribution Capabilities and Support Division	2008/08/27

## 36. CLASSIFICATION APPROVED BY

SIGNATURE	b. TITLE	c. DATE (YYYY/MM/DD)
	Human Resources Spec (CLASSIFICATION)	2009/01/15





Tut

## NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) POSITION DESCRIPTION

## POSITION AND HIRING INFORMATION

1. POSITION NUMBER 9SN0973		2. POSITION TITLE Supervisory Program Analyst			3. OCCUPATIONAL CODE 0343	
4. ORGANIZATIONAL TITLE Chief, Commander Action Group		5. CAREER GROUP SC	6. PAY SCHEDULE YA	7. PAY BAND 3	8. TARGET PAY BAND	9. OPM FUNCTIONAL CODE
10. DRUG TEST ___ YES ___ X NO	11. BUS CODE 8888-5 USC Chap 7112(b)(1)	12. FAIR LABOR STANDARDS ACT ___ N ___ X E 5 CFR, 551.205			13. DOD SUPERVISORY STATUS & AF SL DOD-2/AF-1	
14. KEY/EMERGENCY ESSENTIAL  No	15. MOBILIZATION INDICATOR C - Position required in peacetime and upon mobilization		16. ENVIRONMENTAL/HAZARD DIFFERENTIAL  N/A		17. CERTIFICATION REQUIRED ___ YES ___ X NO	
18. POSITIVE EDUCATION REQUIREMENTS ___ YES ___ X NO		19. LANGUAGE REQUIRED ___ YES ___ X NO		20. LANGUAGE IDENTIFIER N/A		
21. FINANCIAL STATEMENTS REQUIRED ___ X YES ___ NO		22. POSITION SENSITIVITY Critical-Sensitive		23. PAY POOL IDENTIFIER		24. LAUTENBERG/SMITH AMENDMENT ___ YES ___ X NO

## 25. DUTIES

The primary purpose of this position is to serve as the command's senior program analyst, technical expert, and director for the USTRANSCOM Commander's Action Group. Reports to and provides direct support to the USTRANSCOM Commander. Plans, organizes, and independently determines needed policies, regulations, directives, programs, doctrine, and procedures for establishment and maintenance of high-level interest USTRANSCOM programs and projects. Develops and evaluates detailed transportation contingency plans, goals, resources, and objectives for long-range implementation of Commander's special studies and projects. Establishes, develops, and maintains effective working relationships with the Secretary of Defense, DoD agencies, Joint Staffs, SECDEF, military headquarters, private industries reps, etc. to define, coordinate, assess, and defend critical transportation mission requirements and resolve major issues. Recommendations made to Commander significantly changes major aspects of the mission and programs and have an affect on internal and external agencies such as DoD, military components, FEMA, Homeland Security, etc. Works as a senior program expert to determine command areas for improvement and develops strategies and solutions to very complex and sensitive issues. Establishes command metrics and analysis for command to assess efficiency, effectiveness, and compliance issues. Keeps the USTRANSCOM Commander fully aware of high visibility issues and is continually aware of changing environments and shifts in emphasis or program changes that may affect command leadership, programs, policies, resources, funding, and procedures. Prepares and presents briefings and presentations to senior leaders. Prepares executive correspondence and shares the Commander's view and intent with a variety of audiences in various venues. Represents the USTRANSCOM Commander at sanctioned courses and events. Prepares the USTRANSCOM Commander to attend major or high visibility events. Assigns work to subordinates based on priorities, difficulty of assignments, and the capabilities of employees; develops performance standards and rates employees; interviews candidates for subordinate positions; recommends, hiring, promotion or reassignments; takes disciplinary measures, such as warnings and reprimands; identifies developmental and training needs of employees; and provides and/or arranges for needed development and training. Provides a work environment that is free from all forms of discrimination, harassment, and retaliation. Addresses subordinate's concerns, whether perceived or real, and follows up with appropriate action to correct or eliminate tension in the workplace. Supports the agency's EEO program.

## 26. POSITION'S ORGANIZATION

USTRANSCOM/TCCC

## 27. POSITION OCCUPIED

Competitive

## 28. a. DUTY STATION (City - County - State Or Overseas Location)

Scott AFB, St Clair, IL

## b. GEOGRAPHICAL LOCATION CODE

177835163

## 29. Core Competencies

## Air Force Skill Codes:

Percentage	Skill Code	Shred	Subshred	Literal Translation
100%	ARL	PRG		Program Analysis/Programming

**Position Description Number:** 9SN0973

December 4, 2008

**Title:** Supervisory Program Analyst

**References:** DOD 1400.25-M, Subchapter 1920, 28 April 2008

**Pay Schedule/Occupational Code/ Career Group:**

YA-0343-03

**Non Supervisory Position Evaluation:**

At Pay Band 2, positions are at the full-performance/journey level. The employee is an experience worker who has gained competencies and skills either by work experience at Pay Band 1 or through relevant graduate study and/or experience. The employee carries out assignments independently. This level is appropriate for most installation and headquarters positions in DOD occupations in this pay schedule.

At Pay Band 3, positions are subject matter expert/program manager level positions. Work at this level typically involves responsibility for program development and/or oversight of major Department (OSD) level or Component/Command (or equivalent) level programs. The scope of the work is typically the "big picture" rather than "action officer work" and typically impacts the work of other experts. At this level, work involves independently resolving problems or issues, impacting programs that extend across Components or throughout a Component/Command (or equivalent organization). Organizations where this work resides typically include DOD agencies, military department headquarters, a major military command; and other organization with equivalent delegated program responsibility.

The primary purpose of this position is to serve as the command's senior program analyst, technical expert, and director for the USTRANSCOM Commander's Action Group. Reports to and provides direct support to the USTRANSCOM Commander. Plans, organizes, and independently determines needed policies, regulations, directives, programs, doctrine, and procedures for establishment and maintenance of high-level interest USTRANSCOM programs and projects. Develops and evaluates detailed transportation contingency plans, goals, resources, and objectives for long-range implementation of Commander's special studies and projects. Establishes, develops, and maintains effective working relationships with the Secretary of Defense, DoD agencies, Joint Staffs, SECDEF, military headquarters, private industries reps, etc. to define, coordinate, assess, and defend critical transportation mission requirements and resolve major issues. Recommendations made to Commander significantly changes major aspects of the mission and programs and have an affect on internal and external agencies such as DoD, military components, FEMA, Homeland Security, etc. Works as a senior program expert to determine command areas for improvement and develops strategies and solutions to very complex and sensitive issues. Establishes command metrics and analysis for command to assess efficiency, effectiveness, and compliance issues. Keeps the USTRANSCOM Commander fully aware of high visibility issues and is continually aware of changing environments and shifts in emphasis or program changes that may affect command leadership, programs, policies, resources, funding, and procedures.

This position meets the criteria of Pay Band 3.

**Supervisory Evaluation:**

To be classified as an immediate supervisor and assigned a pay band in the Supervisor/Manager Standard Pay Schedule (PS), the position must:

- Assign work to subordinates based on priorities, difficulty of assignments, and the capabilities of employees;
- Provide technical oversight;
- Develop performance plans and rate employees;
- Interview candidates for subordinate positions; recommends hiring, promotion, or reassignments;
- Take disciplinary measures, such as warnings and reprimands;
- Identify developmental and training needs of employees; provides and/or arranges for needed development and training.

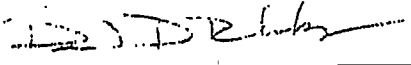
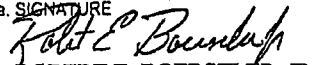
To be classified as an Intermediate supervisor, the position must perform all the functions of an immediate supervisor listed above for subordinate supervisors. In addition, intermediate supervisors:

- Make decisions on technical and personnel problems presented by subordinate supervisors;
- Review evaluations of nonsupervisory employees rated by subordinate supervisors;
- Assure reasonable equity of individual employee performance objectives, standards and ratings among subordinate organizations;
- Recommend performance awards and salary/bonus distribution for subordinate employees;
- Evaluate subordinate supervisors;
- Make or approve selections for subordinate nonsupervisory positions;
- Recommend selections for subordinate supervisory positions.

This position meets the requirements for Immediate Level Supervisor under NSPS.



NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) POSITION DESCRIPTION (PD)					
POSITION AND HIRING INFORMATION					
1. STANDARD POSITION NUMBER 9S N1060		2. POSITION TITLE Command Staff Specialist			3. OCCUPATIONAL CODE 0301-
4. ORGANIZATIONAL TITLE CAG Staff Officer		5. CAREER GROUP SC	6. PAY SCHEDULE YA	7. PAY BAND 02	8. TARGET PAY BAND N/A
10. DRUG TEST ___ YES ___ X NO	11. BUS CODE 8888-6 USC 7112(b)(1)	12. FAIR LABOR STANDARDS ACT ___ N ___ X E 5 CFR 551.206			13. DOD SUPERVISORY STATUS & AF SL DoD-8/AF-8
14. KEY/EMERGENCY ESSENTIAL N/A	15. MOBILIZATION INDICATOR C - Position Required in Peacetime and Upon Mobilization		16. ENVIRONMENTAL/HAZARD DIFFERENTIAL N/A		17. CERTIFICATION REQUIRED ___ YES ___ X NO
18. POSITIVE EDUCATION REQUIREMENTS ___ YES ___ X NO		19. LANGUAGE REQUIRED ___ YES ___ X NO		20. LANGUAGE IDENTIFIER N/A	
21. FINANCIAL STATEMENTS REQUIRED ___ YES ___ X NO		22. POSITION SENSITIVITY Critical Sensitive		23. PAY POOL IDENTIFIER N/A	
24. LAUTENBERG/SMITH AMENDMENT ___ YES ___ X NO					
25. DUTIES The primary purpose of this position is to perform executive staff support and services for the professional staff of the Commander's Action Group (CAG). Position directly supports the Commander of USTRANSCOM and functions as a confidential senior staff specialist for the CAG. Responsible for Commander-directed special studies, projects, courses, and conferences. Initiates, plans, conducts, schedules, and coordinates all activities related to TRANSCOM special programs, courses, conferences, and visits assigned. Develops position papers, course curricula, studies, agendas, and presentations for the Commander. Routinely interfaces with SECDEF, CSAF, Major Commands, and Component Commanders. Functions as a TRANSCOM senior consultant to provide advisory, consulting, and expertise on high visibility and sensitive programs that are key to the strategic TRANSCOM mission planning, programming, and execution. Assist TRANSCOM senior leadership in formulating command policy on command issues. Formulates plans, command objectives, policies, priorities, and procedures to ensure implementation and institutionalization of command initiatives. On a continuous basis consults with the Chief of the Commander's Action Group, Command Section, Office of Secretariat, and directorates to identify training requirements for newly assigned TRANSCOM personnel and visits. Provides briefings to distinguished high level visitors and select military and civilian groups on TRANSCOM mission, organizational structure, operational responsibilities, etc. Provides support to guest speakers and coordinates proper protocol arrangements in support of the Commander's sponsored activities. Utilizes multiple software programs to review, produce, and develop commander's official documents. May participate as program manager, chairperson, and Commander's representative to manage all aspects of special programs, projects, or activities assigned.					
26. POSITION'S ORGANIZATION USTRANSCOM/TCCC					
27. POSITION OCCUPIED Competitive			28. a. DUTY STATION (City - County - State Or Overseas Location) Scott AF Base, St Clair, Illinois		
			b. GEOGRAPHICAL LOCATION CODE 177835163		
29. Core Competencies Air Force Skill Codes:					
Percentage	Skill Code	Shred	Subshred	Literal Translation	
35%	AKT	DCM		Specialist/Analyst/Documentation	
35%	ARL	PLN		Program Analyst/Planning	
30%	AKT	ALT		Specialist/Analyst/Protocol	

NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) POSITION DESCRIPTION				
<b>30. COMPONENT INFORMATION</b>				
a. STANDARD OCCUPATION CODE (SOC) 0301		b. NATIONAL GUARD BUREAU <input type="checkbox"/> DUAL STATUS <input type="checkbox"/> NON-DUAL STATUS		c. AIR/ARMY RESERVE TECHNICIAN <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
d. AF SPEC CODE/ MIL OCCUPATIONAL SPEC 033S4	e. ROLE	f. SPECIALTY		g. SCOPE AND IMPACT
h. ORGANIZATIONAL ENVIRONMENT COCOM	i. CAREER FIELD/ COMMUNITY N	j. RESERVED FOR COMPONENT USE Org Func Code: CSA- Command & Staff Centrally Managed Code: N/A Competitive Level Code: 448A		31. PPP OPTION CODE N/A
<b>32. SKILLS INFORMATION</b>				
<p>1. Knowledge of Command's policies, focus, leadership concepts, and strategic vision; knowledge of concepts, procedures, principles, and practices of staff work.</p> <p>2. Knowledge to apply analytical techniques and evaluation criteria to measure and improve program effectiveness and productivity.</p> <p>3. Ability to plan, organize work, meet deadlines, successfully coordinate, and motivate others while maintaining a professional image in a day-to-day working relationship with the highest ranking military and civilians members.</p> <p>4. Knowledge of various computer software applications, tools, languages, and techniques to support office operations, web pages, and to produce a wide range of documents requiring complex format.</p> <p>5. Skill to analyze issues and to communicate effectively, both orally and in writing with TRANSCOM senior decision makers.</p> <p>6. Ability to speak to a wide variety of civilian distinguished visitors or senior military members, as the commander's representative, explaining programs, future direction, objectives, and policies.</p>				
<b>33. CONDITIONS OF APPOINTMENT</b>				
<p>1. May be required to travel by military and/or civilian aircraft in the performance of official duties.</p> <p>2. Employee required to work overtime.</p> <p>3. Must be able to obtain a Top Secret security clearance.</p>				
<b>34. OTHER REQUIREMENTS</b>				
a. DOD RESERVED	b. DOD RESERVED	c. DOD RESERVED	d. DOD RESERVED	e. COMPONENT USE
<b>35. AUTHORIZED MANAGEMENT OFFICIAL</b>				
a. SIGNATURE 		b. TITLE US Transportation Commander		c. DATE (YYYYMM/DD) 2008/12/24
<b>36. CLASSIFICATION APPROVED BY</b>				
a. SIGNATURE  ROBERT E. BOERSTLER, JR.		b. TITLE Human Resources Specialist (Classification)		c. DATE (YYYYMM/DD) 2009/01/15

DD FORM 2918 (BACK), JUL 2006

PD Number: 9S N1060



# POSITION DESCRIPTION (Please Read Instructions on the Back)

1. Agency Position No.  
DFES0690

2. Reason for Submission <input type="checkbox"/> Redescription <input type="checkbox"/> Reestablishment Explanation (Show any positions replaced)	3. Service <input type="checkbox"/> Hdqtrs <input checked="" type="checkbox"/> Field <input type="checkbox"/> New <input type="checkbox"/> Other	4. Employing Office Location Alexandria VA	5. Duty Station Alexandria VA	6. OPM Certification No.
---	--	---	----------------------------------	--------------------------

7. Fair Labor Standards Act <input checked="" type="checkbox"/> Exempt <input type="checkbox"/> Nonexempt	8. Financial Statements Required <input checked="" type="checkbox"/> Executive Personnel Financial Disclosure <input type="checkbox"/> Employment and Financial Interest	9. Subject to LA Action <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
--	---	--

10. Position Status <input type="checkbox"/> Competitive <input type="checkbox"/> Excepted (Specify in Remarks) <input type="checkbox"/> SES (Gen.) <input checked="" type="checkbox"/> SES (CR)	11. Position Is <input type="checkbox"/> Supervisory <input checked="" type="checkbox"/> Managerial <input type="checkbox"/> Neither	12. Sensitivity <input type="checkbox"/> 1-Non-Sensitive <input checked="" type="checkbox"/> 3-Critical <input type="checkbox"/> 2-Noncritical Sensitive <input type="checkbox"/> 4-Special Sensitive	13. Competitive Level Code	14. Agency Use
---	---	---	----------------------------	----------------

15. Classified/Graded by	Official Title of Position	Pay Plan	Occupational Code	Grade	Initials	Date
a. Office of Personnel Management						
b. Department, Agency or Establishment	Deputy for Military Surface Deployment and Distribution Command	ES	0301	00		01 NOV 2004
c. Second Level Review						
d. First Level Review	Dep Cmdr, SDDC Command	ES	0301	00		
e. Recommended by Supervisor or Initiating Office						

16. Organizational Title of Position (If different from official title) SDDC Deputy Commander	17. Name of Employee (If vacant, specify)
--	---

18. Department, Agency, or Establishment Department of Defense	c. Third Subdivision
a. First Subdivision United States Transportation Command	d. Fourth Subdivision
b. Second Subdivision Surface, Deployment & Distribution Cmd	e. Fifth Subdivision

19. Employee Review: This is an accurate description of the major duties and responsibilities of my position.	Signature of Employee (optional)
---	----------------------------------

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

a. Typed Name and Title of Immediate Supervisor CHARLES W. FLETCHER, JR., BG, USA Commander	b. Typed Name and Title of Higher-Level Supervisor or Manager (optional)
---	--

Signature	Date	Signature	Date

21. Classification/Grading Certification. I certify that this position has been classified/graded as required by Title 5, U.S. Code, in conformance with standards published by the U.S. Office of Personnel Management or, if no published standards apply directly, consistently with the most applicable published standards.	22. Position Classification Standards Used in Classifying/Grading Position
--	--

Typed Name and Title of Official Taking Action RICHARD S. HASSAN, Brig Gen, USAF Director, AF Senior Leader Mgmt Office
---

Signature	Date
	01 NOV 2004

23. Position Review	Initials	Date	Initials	Date	Initials	Date	Initials	Date	Initials	Date
a. Employee (optional)										
b. Supervisor										
c. Classifier										

24. Remarks Precedence Priority Code: DV-5 Servicing CPF: 11WG/DPC Bolling AFB, DC	Office Sym:
---	-------------

25. Description of Major Duties and Responsibilities (See Attached)
---

## GENERAL INFORMATION

### I. INTRODUCTION:

1. The position is located in the Military Surface Distribution and Deployment Command (SDDC) component command of United States Transportation Command (USTRANSCOM) Alexandria, Virginia. This component command provides CDRUSTRANSCOM the capability for global surface distribution management operations. SDDC directs the operations of four subordinate commands and 24 manned CONUS/OCONUS common-user military ocean terminal facilities involving 1700 civilian employees, 214 military personnel and supporting contractors.

The Deputy Commander is the principal assistant to the Commander for providing leadership, guidance, and direction to the command and accomplishing the command's mission. The Deputy Commander facilitates continuous improvement and innovation in the development of distribution policies, plans and programs supporting their global mission. These efforts impact Joint Service force deployment and logistics operations. The incumbent acts for and with the Commander in execution of all mission responsibilities, except those delegated duties under the Uniform Code of Military Justice and under regulations on adverse personnel actions against military members.

### II. DUTIES AND RESPONSIBILITIES:

1. Based upon full cognizance of the Command's operations and programs, appraises progress being made in terms of the stated goals and objectives. Gives executive level direction to subordinate organizations, and advises the Commander of the feasibility of actions proposed or directed to resolved pressing problems. Assures that sound management practices and principles are used throughout the Command in executing the mission. Assures consistency in management and technical approaches from program to program, and facilitates cross feed of information among subordinate operating elements and to the headquarters.

2. Conducts independent assessments of selected programs, mission areas, or functional areas in the command. In concert with the Commander, is responsible for overall management of the command and oversight of assigned acquisition and logistics activities. Maintains cognizance of new policies and directives issued by higher levels of the Department of Defense and USTRANSCOM and by other agencies of the Federal government. Represents the Commander in high level meetings throughout government, industry, and the academic community. Has executive level interface and coordination with local, state, and Federal government establishments, as well as with equivalent echelon representatives of foreign governments. Assists the Commander in the definition and improvement of organizational interfaces between the Command, the headquarters, OSD, Joint Staff, Services, and Agencies that participate in the command's programs or operations.

3. Formulates plans for the Commander to implement new policies for the management of Center activities. Participates in making key decisions concerning the utilization of resources allocated for accomplishment of the mission. Reviews plans and submissions to ensure that the resources required will be available and are being used most effectively. Solves highly complex



the government and industry. Because the incumbent frequently participates in briefings, conferences, and studies at high levels, a marked degree of oral and written communication skills is essential. The incumbent must have strong knowledge of DOD logistics enterprise, DOD supply chain processes, general business and acquisition practices, and broad knowledge of the Global Command Control System (GCCS) as well as Global Transportation Network. Working knowledge of the National Security structure with emphasis on the JCS and unified and specified command's role and communication lines is necessary. USTRANSCOM exists to provide support to the warfighter at the direction of the Joint Staff. In-depth understanding of how joint activities and commands operate, and the degree to which coordination is required, is mandatory. Experience in working and negotiating with the civilian transportation industry operates and an appreciation for the high degree of coordination required is essential.

2. Must possess knowledge of government policies, directives, and other regulatory memorandums concerning program management, utilization, acquisition, modeling, and standardization of the distribution processes. Must be able to exercise substantial knowledge of Federal, DOD, commercial carriers, GSA and other logistics regulations and policies.
3. This position is critical-sensitive and requires a Top Secret (SCI) security clearance.
4. The incumbent will be required to travel on both scheduled and nonscheduled aircraft, as well as other modes of travel under conditions specified in the DOD Joint Travel Regulations. The incumbent is expected to travel on short notice to attend high-level meetings with HQ USTRANSCOM, other Combatant Commands, the Services, JCS, OSD, and other agencies or organizations to obtain quick resolution to problems or to gather supporting information to assist in the decision process.
5. The incumbent must implement, promote, and effectively support equal opportunity for all personnel. The incumbent must follow the provisions of labor agreements and applicable directives pertaining to the personnel management.
6. The incumbent is required to file a statement of financial interest (DD Form 1555).

### KEY POSITION

#### Addendum to

This is a key position. Incumbents must be removed from their military recall status if alternatives for filling the position during an emergency are not available. Incumbent may be required to work extended and/or irregular hours during exercises or contingency situations.

and unusual managerial problems. Stimulates the development of new procedures, approaches, tools, and practices to enhance execution of the mission.

4. Through subordinate supervisory personnel, assures the establishment of standards of professional and technical quality and ensure standards are maintained. Evaluates the background of prospective candidates for critical positions, and recommends selection of key personnel for senior level positions. Ensures that career development requirements of assigned personnel are established and that actions are being taken to satisfy those requirements. Organizes workshops, conferences, and action groups as deemed necessary to facilitate and enhance the competence of the management and technical community. As the Command's Senior Civilian Executive, participates in and/or chairs senior level meetings at the headquarters or elsewhere in the command. Such groups are formed to address command-wide policy or procedural issues impacting the accession, enhancement, and retention of civilian leadership personnel.

5. Supports command budget preparation. Develops recommendation on program funding and information technology support contracts. Approves as authorized, or recommends approval of organizational changes, manpower allocations, and funding increases or decrements for all organizational elements. Obtains and allocates funds necessary to support command missions, programs and implementation of policy. Assesses proper balance of in-house and contractual support to meet the missions in the most effective and efficient manner. Ensures supporting resources required by staff elements and subordinates commands are included in command program estimates.

### III. CONTROLS OVER WORK:

1. The incumbent of this position performs duties subject to broad policy guidance from the Commander who outlines objectives to be attained. The incumbent has complete responsibility for assigned areas and is permitted maximum latitude for independent judgment and freedom to plan and execute assignments. Since the majority of the problems and issues which the incumbent addresses are extreme in scope and subject to numerous variables, very few existing solutions apply. The incumbent is expected to exercise a high degree of creativity and innovation in applying sound, mature judgment to develop effective solutions to a wide range of technical and resource management problems and issues. Work of the incumbent is reviewed solely for information purposes.

2. The incumbent is authorized to speak on behalf of and commit SDDC to actions within his/her area of responsibility based on current policy and procedures. Such decisions are considered final, authoritative, and directive.

### IV. OTHER SIGNIFICANT FACTS:

1. The incumbent is required to exercise a high degree of initiative and possess the ability to make independent decisions. This incumbent must also have the ability and professional stature to support and defend, as well as influence, programs and policy decisions at the highest levels of



# NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) POSITION DESCRIPTION

## POSITION AND HIRING INFORMATION

1. POSITION NUMBER 542970		2. POSITION TITLE Supv Management Analyst				3. OCCUPATIONAL CODE 0343	
4. ORGANIZATIONAL TITLE Freedom of Information Act/Privacy Act Disclosure Officer		5. CAREER GROUP Standard	6. PAY SCHEDULE YC	7. PAY BAND 02	8. TARGET PAY BAND 02	9. OPM FUNCTIONAL CODE	
10. DRUG TEST YES <input checked="" type="checkbox"/> NO	11. BUS CODE 8888-5USC CH 7112(b)(1)	12. FAIR LABOR STANDARDS ACT <input type="checkbox"/> N <input checked="" type="checkbox"/> E 5 CFR 551.205				13. DOD SUPERVISORY STATUS & AF SL DOD 2/AF 1	
14. KEY/EMERGENCY ESSENTIAL NA	15. MOBILIZATION INDICATOR NA		16. ENVIRONMENTAL/HAZARD DIFFERENTIAL No		17. CERTIFICATION REQUIRED <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		
18. POSITIVE EDUCATION REQUIREMENTS <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		19. LANGUAGE REQUIRED <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		20. LANGUAGE IDENTIFIER			
21. FINANCIAL STATEMENTS REQUIRED <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		22. POSITION SENSITIVITY Critical Sensitive		23. PAY POOL IDENTIFIER		24. LAUTENBERG/SMITH AMENDMENT <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	
25. DUTIES Serves as the principle advisor to the USTRANSCOM Commander/Deputy Commander/Chief of Staff/Directors and Chiefs of CSGs on all matters regarding the management and oversight of the USTRANSCOM Freedom of Information Act (FOIA) and Privacy Act (PA) programs. Implements policies and programs required by law for public access to USTRANSCOM information under the FOIA 1 PA. Interprets DOD FOIA and PA policy for USTRANSCOM application. Accomplishes staff liaison and coordination to expedite processing within prescribed time frames. Works directly with the USTRANSCOM Staff Judge Advocate (TCJA), the Department of Justice, and DOD General Counsel in preparing Vaughn Indices and Exemption Declarations in support of litigation filed pursuant to the Freedom of Information Act. Analyzes and evaluates FOIA and PA requests for USTRANSCOM and Transportation Component Commands (Air Mobility Command (AMC), Military Sealift Command (MSC), and Surface Deployment and Distribution Command (SDDC) records in terms of cited legislation and content to determine legislative applicability. Determines offices responsible for search and review of requested documents and ensures action is properly assigned. In making this determination, conducts extensive telephone coordination throughout USTRANSCOM, DOD, TCCs, and other federal agencies, as applicable. Takes initiative to ensure requests for non USTRANSCOM information are transferred to proper agencies. Serves as independent FOIA and PA case action officer. In this capacity, applies knowledge of the FOIA, PA, DOD Directive 5400.7, and DOD Directive 5400.11 in reviewing and analyzing classified sensitive unclassified, and privacy information for public release. Information is reviewed to ensure that withheld information is properly protected by an exemption of the FOIA or the PA. Incumbent prepares responses for FOIA and PA requests to the public: for example, in areas such as Contracting, Defense Transportation Coordination Initiative (DTCI), DOD Transportation, U.S. Foreign Detainee Movements, Personnel Actions, Aeromedical Evacuation System, etc. Incumbent prepares all responses to commercial entities in "Reverse" FOIAs, to include Guidelines. Provides USTRANSCOM data for input into the DOD FOIA Annual Report to Congress. Maintains a public reading room in paper or electronic format in accordance with 5 U.S.C. 7552(a)(2). Ensure appropriate indices are maintained for records in the reading room. Responsible for the training of USTRANSCOM personnel on their responsibilities under the FOIA and PA. Employee will oversee the management of information throughout the command, which includes publications, Information Collections and Reports Management Program, and the command mail information management communications programs. Employee will supervise one GS-343-11 civilian employee and four military. Provides a work environment that is free from all forms of discrimination, harassment, and retaliation. Addresses subordinate's concerns, whether perceived or real, and follows up with appropriate action to correct or eliminate tension in the workplace. Supports the agency's EEO program.							
26. POSITION'S ORGANIZATION USTC/TCCS-JS							
POSITION OCCUPIED Competitive				28. a. DUTY STATION (City - County - State Or Overseas Location) Scott AFB, Belleville, St Clair County, IL b. GEOGRAPHICAL LOCATION CODE 177835163			

## 29. Core Competencies

### Air Force Skill Codes:

Percentage	Skill Code	Shred	Subshred	Literal Translation
50%	ARG	RFE		Management Analysis, Records Management
30%	ARG	RFT (		Management Analysis, Communications Management
20%	ARG	RFA		Management Analysis, Directives Management

## NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) POSITION DESCRIPTION

### 30. COMPONENT INFORMATION

A. STANDARD OCCUPATION CODE (SOC)		B. NATIONAL GUARD BUREAU DUAL STATUS    NON-DUAL STATUS		C. AIR/ARMY RESERVE TECHNICIAN YES    NO	
D. AF SPEC CODE/ MIL OCCUPATIONAL SPEC	E. ROLE LEAVE BLANK	F. SPECIALITY LEAVE BLANK		G. SCOPE AND IMPACT LEAVE BLANK	
H. ORGANIZATIONAL ENVIRONMENT	I. CAREER FIELD/ COMMUNITY A	J. RESERVED FOR COMPONENT USE		31. PPP OPTION CODE	

### 32. SKILLS INFORMATION

1. Knowledge of the FOIA and other pertinent laws, Executive Orders, and FOIA court decisions and precedents pertaining to information disclosures, security, privacy and protection of information related to the FOIA program.
2. Knowledge of DOD FOIA policy and related DOD regulations, directives, and court decisions regarding the FOIA, and to include the requirements set forth in Records Disposition Schedules and Information Security Program Regulations. Requires ability to interpret these instructions in order to create and/or revise USTRANSCOM directives.
3. Knowledge of the disclosure provisions of the PA, including Defense Privacy Board Advisory Opinions and current DOD PA policy.
4. Ability to interpret civil law and court decisions affecting the FOIA to apply in the creating of Vaughn Indices and writing Declarations in support of FOIA litigation filed against the Command.
5. Current and comprehensive knowledge of Command policies, programs and operations with emphasis on the Defense Transportation System (DTS) and those programs under the cognizance of USTRANSCOM and its TCCs.
6. Ability to plan, organize work, meet deadlines, and direct the functions and staff of a small to medium sized organization.
7. Ability to communicate effectively, both orally and in writing.
8. Ability to use tact and diplomacy and maintain good working relations.
9. Knowledge of safety and security regulations, practices and procedures.

## 33. CONDITIONS OF APPOINTMENT/OTHER SIGNIFICANT FACTS

Must be able to obtain and maintain a Top Secret clearance

ay occasionally travel by commercial or military transportation for the purpose of attending conference or training related to work assignments.

## 34. OTHER REQUIREMENTS

B. DOD RESERVED

C. DOD RESERVED

D. DOD RESERVED

E. COMPONENT USE

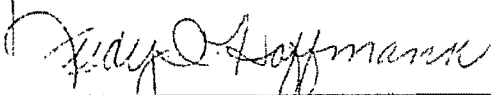
A. DOD RESERVED

## 35. AUTHORIZED MANAGEMENT OFFICIAL

a. SIGNATURE

b. TITLE

b. DATE (YYYY/MM/DD)



Chief, Joint Assistant

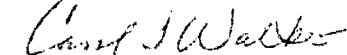
20070226

CLASSIFICATION APPROVED BY

a. SIGNATURE

b. TITLE

b. DATE (YYYY/MM/DD)



Human Resources Specialist

20070226



ORGANIZATION:	USTRANSCOM/TCCS-JS	SCPD NUMBER:	43311
SUPV LEVEL CODE:	5	COMP LEVEL CODE:	564A
TARGET GRADE:	11	FLSA:	Exempt
JOB SHARE:	No	CAREER FIELD ID:	NA
SENSITIVITY:	Critical Sensitive	BUS:	1036
EMERGENCY ESS:	No	DRUG TEST:	No
KEY POSITION:	No	POSITION HIST:	New

CLASSIFICATION: Executive Staff Officer, GS-301-11

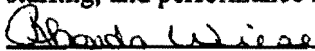
DUTY TITLE: Assistant Chief, Joint Secretariat

ORG & FUNC CODE:

1 <sup>ST</sup> SKILL CODE:	35%	ARGRFT	Management Analyst, Communications Management
2 <sup>ND</sup> SKILL CODE:	35%	AKTDCM	Specialist/Analyst, Documentation
3 <sup>RD</sup> SKILL CODE:	30%	IVHRFP	Editor, Directives

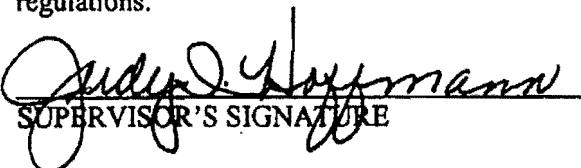
DEVELOPED AND CLASSIFIED BY CLASSIFICATION CERTIFICATION:

SCPD adequately and accurately reflects the local work situation to meet classification, staffing, and performance management purposes.

  
CLASSIFIER'S SIGNATURE

2 Oct 08  
DATE

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

  
SUPERVISOR'S SIGNATURE

2 Oct 08  
DATE

**PERFORMANCE PLAN CERTIFICATION:**

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.



---

## **PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

The primary purpose of this position is: To serve as Assistant to first level supervisor of TCCS-JS.

The organizational location of this position is: United States Transportation Command, Command Group, Office of the Chief of Staff-Joint Secretariat and Information Management, Scott AFB IL.

---

## **ORGANIZATIONAL GOALS OR OBJECTIVES:**

The organizational goals or objectives of this position are: To assist the Chief in providing leadership and guidance to USTRANSCOM and its components on a variety of issues, tasks, and correspondence that deal with both technical and administrative subjects. Coordinates and consolidates efforts of the USTRANSCOM staff and its components resulting from the USTRANSCOM Commander, Deputy Commander, and Chief of Staff requirements and taskings. Assists with staff efforts to accurately and efficiently conduct business for the USTRANSCOM staff and its components.

---

## **DUTY 1:**

### **Critical**

**Plans, organizes, and directs the activities of TCCS-JS, ensuring policies and procedures comply with legal and regulatory requirements and meet customer needs.** Participates in the development of goals and objectives that integrate organizational objectives. Researches, interprets, analyzes, and applies technical and administrative guidelines, policies, regulations, etc. Reviews policies and procedures for accomplishment of all written correspondence, taskers, records management, communication, and information management. Coordinates with other organization managers and customers as appropriate. Identifies need for changes in priorities and takes action to implement such changes. Works independently and provides advice, guidance, and direction on a wide range of technical and administrative command issues. Provides advice to supervisor of significant issues and problems related to work accomplishment. Performs self-inspections and presents comprehensive reports with corrective action to supervisor. Reviews policies and procedures as needed, to find ways to improve quality, timeliness, and efficiency of work.

## **STANDARDS:**

- A. Planning, organizing, and directing efforts typically comply with higher headquarters guidance and achieve organization and customer needs.
- B. Management of resources normally meets the needs of the staff and customers adequately and effectively.
- C. Methods established to review actions are usually effective and ensure legal and regulatory compliance issues and/or customer concerns are promptly identified and addressed.

**KSA: 1, 2, 3, 4, 5**

---

**DUTY 2:**

**Critical**

**Represents USTRANSCOM with a variety of installation and functional area organizations. Establishes, develops, and maintains effective working relationships with Office of the Secretary of Defense (OSD), Department of Defense (DOD), Air Force, Joint Staff, combatant and component commands, other agencies, and industries. Meets with key customer and coordinating officials to assess customer satisfaction, explain organization policy and procedures, and resolve problems that arise. Participates in special projects and initiatives and performs special assignments. Identifies the need for special projects and initiates milestones and goals. Evaluates reports by analyzing facts and performing appropriate research and prepares detailed responses. Determines appropriate recommendations for unresolved or questionable problems and performs follow-up. Researches and determines or recommends appropriate actions or interpretation of issues that impact organization, installation, command, or agency.**

**STANDARDS:**

- A. Interactions with internal and external officials and/or customers are usually diplomatic, convincing, professional, and promote effective working relationships.
- B. Recommendations are almost always thoroughly researched and analyzed to ensure all issues are properly addressed.
- C. Typically ensures participation and outcomes of special projects result in positive impact on the organization and/or improves quality.

**KSA: 1, 2, 3, 4, 5**

---

**DUTY 3:**

**Critical**

**As assistant to the Joint Secretariat, manages tasks and responds to taskings of the Command and its components and ensures the policies of the Commander, Deputy Commander, and Chief of Staff are carried out. Uses a high degree of tact and diplomacy when working with high ranking management officials on assigned taskings. Responds to short-notice requests to assist in assigning special duties or projects. Responds to taskings related to a variety of complex issues and programs including the requirement for short-notice products concerning issues such as transportation, logistics, budget, resources, information systems, etc. Assists in the development and interpretation of policies for assigned programs by conducting background research and developing apparent options. Reviews talking papers, program fact papers, staff summary sheets, packages, etc., as required. Directs the development and implementation of internal and external controls and performance measures for all programs for which responsible. Determines trends and patterns and identifies concepts, methods, and techniques having possible impact on levels of application.**

**STANDARDS:**

- A. Almost always ensures effective, proactive approach in independently accomplishing assignments.
- B. Normally tasks are performed on time or rescheduled prior to becoming delinquent.
- C. Normally is effective in presenting and resolving issues, program considerations, and technical interests to high ranking officials, managers, supervisors, and employees both internal and external to the command.

**KSA: 1, 2, 3, 4, 5**

---

**DUTY 4:**

**Critical**

Responsible for the development or develops and prepares comprehensive responses for all assigned program inquiries, i.e., congressional, OSD, DOD, Joint Staff, combatant and component commands, other agencies, private sector, etc. Plans and executes a variety of projects and assignments essential to USTRANSCOM and as directed by the Commander, Deputy Commander, and Chief of Staff. Appropriately assists the supervisor with tasking concerned organizations for data and draft responses to inquiries. Highlights critical elements of each inquiry, ensuring the most important items are addressed. Secures comprehensive coordination of all responses. Prepares or directs the preparation of papers, reports, correspondence, etc. Represents the Commander, Deputy Commander, or Chief of Staff at meetings concerning command plans, interpretation of policies, special events, and projects. Participates in discussions with high-ranking military officers and civilians to explain the command's position.

**STANDARDS:**

- A. Actively and effectively articulates the command position as appropriate and participates in the resolution of issues.
- B. Almost always identifies the need for and initiates special projects and studies.
- C. Ensures final product meets stated objectives, addresses pertinent issues, and reflects an understanding of the impact of the project and/or final product.

**KSA: 1, 2, 3, 4, 5**

---

**DUTY 5:**

**Critical**

Responsible for policy, procedure, content, quality, and editing of all USTRANSCOM correspondence submitted to the Command Section. Researches, solicits and selects material and information to be reviewed and/or signed by the USTRANSCOM Commander, Deputy Commander, and Chief of Staff. Assigns and monitors deadlines, tasks and requirements for USTRANSCOM and its components. Obtains written and oral guidance concerning relevance of subject matter. Prepares, edits, and coordinates correspondence and ensures technical and administrative accuracy through personal knowledge and use of policies, procedures, and guidelines. Consults with command section, directorates, and component commands concerning major changes. Resolves disagreements concerning technical and literary merit of material. Suggests ways, means, and techniques to authors to improve material.

**STANDARDS:**

- A. Consistently researches and verifies accuracy, currency, and completeness of information of correspondence, reports, etc.
- B. Effectively exercises diplomacy in providing guidance to high level officials, managers, supervisors, and project officers.
- C. Effectively consults with authors on major changes to correspondence, reports, etc.

**KSA: 1, 2, 3, 4, 5**

---

**DUTY 6:**

**Critical**

**Participates and oversees special projects on communications, information management, resource management, etc., issues. Develops plans, policies, and procedures/guidelines. Performs unique USTRANSCOM-directed projects. Conducts studies of current or projected programs.**

Analyzes and evaluates functional areas' projects. Defines and implements improvements and accommodates management needs. Monitors compliance and takes action to correct deficiencies as necessary. Develops the best methods of obtaining and presenting USTRANSCOM position and to improve effectiveness. Investigates and analyzes a wide variety of unusual problems. Studies, analyzes and seeks to improve productivity, effectiveness and efficiency in program operations and/or administrative support activities. Analyzes the affects on plans, goals, and effectiveness of missions and programs that may have a major impact. Develops options, recommendations, and conclusions and gives appropriate weight to uncertainties about the data and other variables. Keeps the Commander, Deputy Commander, and Chief of Staff adequately informed on status of important command issues. Provides management accurate historical, fiscal, and staffing data or trend analyses to persuasively defend functional area projects and programs.

**STANDARDS:**

- A. Typically develops the administrative procedures, supporting policies, and training needs for assigned projects.
- B. Routinely ensures office procedures meet command needs and are consistently understood.
- C. Normally coordinates work flow and taskings within the Command, component commands, other agencies, etc., as needed.

**KSA: 1, 2, 3, 4, 5**

---

**RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA):**

- 1. Knowledge of the USTRANSCOM missions, objectives, and procedures and how those interrelate with other program areas in order to assign/monitor taskings within the Command, component commands, etc.

2. Knowledge of a wide range of communication, to include processes, procedures, and regulations governing style, format and grammar appropriate for military, executive level communication.
  3. Knowledge of research methods as well as ability to analyze material and write briefly, accurately, and clearly.
  4. Skill in gaining cooperation from others using tact, courtesy, and diplomacy.
  5. Ability to communicate effectively, both orally and in writing.
- 

## **CLASSIFICATION CRITERIA**

### **Factor 1, Knowledge Required By the Position**

**Level 1-7 1250 Points**

Knowledge and skill in applying/adapting analytical and evaluative methods and techniques to issues or studies concerning the efficiency and effectiveness of program operations.

Knowledge of pertinent laws, regulations, policies, and precedents which affect the use of program and related support resources in the areas of responsibility.

Extensive knowledge of the concepts, principles, and techniques to establish, implement, and support USTRANSCOM and its components.

Skill in establishing and maintaining effective working relationships with groups interested in or affected by assigned programs or policies.

Knowledge of the major issues, program goals and objectives, work processes and administrative operations of functional area projects.

Knowledge and skill sufficient to speak to a variety of individuals and groups in explaining the program, and its objectives, and policies; and to obtain the cooperation of others.

Skill in preparing project papers, staff reports, and correspondence.

---

### **Factor 2, Supervisory Controls**

**Level 2-4 450 points**

The supervisor determines the objectives and establishes the resources for the function. The employee independently plans and carries out the work on own initiative, developing working relationships with others, and analyzing feedback about the program and its activities. The employee informs the supervisor of potentially controversial problems or those with widespread impact. Work is reviewed in terms of effectiveness in achieving intended objectives.

Factor 3, Guidelines

Level 3-3 275 points

Guidelines exist in the form of DoD, Joint Staff, and USTRANSCOM regulations and policies. Guidelines are usually broad in scope and require the employee to develop specific applications and objectives. Guidelines apply directly to some aspects of the problems encountered, but most assignments involve unique facts or aspects for which no clear cut precedents are appropriate or guidelines are so broad that various interpretations are possible. The employee uses judgment in applying guidelines and making interpretations regarding sensitive situations involving high-level personnel.

Factor 4, Complexity

Level 4-4 225 points

Assignments involving assisting in the design and operations of programs which provides maximum interaction with high-level military and civilian personnel; establishing and maintaining effective working relationships with a variety of individuals and groups; and developing program recommendations from an analysis of feedback provided by those directly involved with or affected by the programs. Decisions regarding what needs to be done depend upon analysis of the project, its purpose, and the most effective method of communication. The work involves gathering information, identifying and analyzing issues, and developing recommendations to resolve conventional problems. The work requires using a variety of oral and written communication methods and techniques with varying levels of understanding and acceptance of the programs.

Factor 5, Scope and Effect

Level 5-4 225 points

The purpose of the work involves establishing criteria to measure and/or predict the attainment of program or organizational goals and objectives, promulgating program guidance for application across organizational lines or in varied geographic locations, and/or evaluation of program effectiveness. The work contributes to the improvement of productivity, effectiveness, and efficiency in program operations and/or administrative support activities at different echelons and/or geographical locations within the organization; and affects the plans, goals, and effectiveness of missions and programs at these various echelons or locations.

Factor 6/7, Personal Contacts and Purpose of Contacts

Level 6-3, 7-c 180 Points

The employee has frequent contacts with all levels of management, including General Officers and Senior Executive Services (SES) members, located at USTRANSCOM, the component commands, Air Force, Joint Staff, other agencies and industry. The purpose of the contacts is to influence managers or other officials to accept and implement findings and recommendations and meet the needs of the interested parties. The employee is required to articulate the command position as appropriate on issues and participate in the resolution of issues.

Factor 8, Physical Demands

Level 8-1 5 points

The work is primarily sedentary. Occasionally the employee may be required to carry light objects such as files, books and papers. No special physical qualifications are required.

Factor 9, Work Environment

Level 9-1 5 points

The work is performed in an office setting and is adequately lighted, heated, and ventilated.

---

Other significant facts pertaining to this position area:

1. Work may occasionally require travel away from the normal duty station on military or commercial aircraft.
  2. Incumbent must be able to obtain and maintain a Top Secret clearance.
  3. May be required to work short notice overtime or on weekends.
- 

***CLASSIFICATION SUMMARY:***

CLASSIFICATION STANDARD(S) USED: US OPM PCS for Miscellaneous Administration and Program Series, GS-301, TS-343, Jan 79; US OPM PCS for Management and Program Analyst, GS-343, August 1990 (TS-98); and the Administrative Analysis Grade Evaluation Guide, TS-98, Aug 90.

GS-11 Point Range: 2355 - 2750

Total Points: 2615

Grade: GS-301-11





# AIR FORCE STANDARD CORE PERSONNEL DOCUMENT (SCPD)

ORGANIZATION: USTRANSCOM/TCCS-P SCPD NUMBER: 9S9S095  
 SUPV LEVEL CODE: 1 COMP LEVEL CODE: 867A  
 TARGET GRADE: 13 4C-02 FLSA: Exempt  
 JOB SHARE: No CAREER PROG ID: None  
 SENSITIVITY: Critical Sensitive BUS: 8888 *CSW 11/19/06*  
 EMERGENCY ESS: No DRUG TEST: No  
 KEY POSITION: No POSITION HIST: Replaces Military Lt Colonel

CLASSIFICATION: ~~Protocol Officer GS-0301-13~~ *Supv Protocol Specialist 4C-301-02* *BT 10/9/06*  
 DUTY TITLE: Chief of Command Protocol

ORG & FUNC CODE:  
 1ST SKILL CODE: 100% AKM ALT Officer/Administrator/Protocol  
 2ND SKILL CODE: %  
 3RD SKILL CODE: %

SCPD DEVELOPED AND CLASSIFIED BY: HQ AFPC/DPCMC, 5/10/00

**CLASSIFICATION CERTIFICATION:** SCPD adequately and accurately reflects the local work situation to meet classification, staffing, and performance management purposes.

*Bauer Barnes*  
 CLASSIFIER'S SIGNATURE

*6 May 04*  
 DATE

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

*[Signature]*  
 SUPERVISOR'S SIGNATURE

*5 May 04*  
 DATE

## PERFORMANCE PLAN CERTIFICATION:

Rater/Supv.				
Date				
Reviewer				
Date				
Employee*				
Date				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

BUS CODE: Position is excluded from the bargaining unit IAW Chapter 71 - supervisory

*15 Oct 06*  
 IAW DOD 1400.25M (4-28-06):  
 Employee's performance plan in this PD is superseded by IAW DOD 1400.25M (4-28-06):  
 IAW DOD 1400.25M (4-28-06):  
 IAW DOD 1400.25M (4-28-06):

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

**The primary purpose of this position is:** To serve as the Chief of USTRANSCOM Protocol. Plans, manages and executes the command protocol program to include ceremonies, conferences, briefings, official and social functions, and high-level foreign and domestic visits. The incumbent works directly for the USTRANSCOM Chief of Staff. In addition to supporting the Commander (4-star general officer) the incumbent will provide support to the Vice Commander, Chief of Staff, J-Staff Directors, and USTRANSCOM Components as needed. As a Combatant Command, USTRANSCOM hosts worldwide meetings attended by all organizations in the Department of Defense and their most senior leaders, as well as senior industry leaders. An efficient, functional and high-quality protocol office is a crucial element to ensuring these conferences are successfully hosted. This is a high-profile management challenge that demands the utmost in leadership, supervisory and organizational skill. The incumbent establishes major policies, develops programs and directs subordinates. The incumbent has full responsibility for directing, supervising, and administering the wide array of command protocol programs.

**The organizational location of this position is:** Headquarters United States Transportation Command, Protocol Office, Scott Air Force Base, Illinois.

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

**The organizational goals or objectives of this position are:** Headquarters Command Support Group directly supports Commander, Deputy Commander and Chief of Staff, U.S. Transportation Command, in fulfilling their global duties as a combatant command. Selectively assigned officers assist command section flag officers in effectively executing daily activities. Paramount are critical issues affecting distribution and transportation operations in support of national objectives.

---

**DUTY 1:****Critical**

**Plans, organizes, and directs the activities of the USTRANSCOM Protocol Office (TCCS-P), ensuring that TCCS-P complies with legal and regulatory requirements and meets customer needs.** Develops goals and objectives that integrate organization and protocol objectives. Researches, interprets, analyzes and applies all protocol guidelines and policies. Establishes policies and procedures for accomplishment of the protocol mission. Plans and schedules work in a manner that promotes a smooth flow and even distribution. Coordinates plans and schedules with other organization managers and customers as appropriate. Identifies need for changes in priorities and takes action to implement such changes. **Plans work to be accomplished by subordinates, sets and adjusts short-term priorities, and prepares schedules. Assigns work to subordinate employees based on organization priorities and consideration of difficulty and requirements of assignments such that the experience, training, and abilities of staff are effectively utilized to meet organization and customer needs. Balances workload and provides advice, guidance, and direction on a wide range of protocol and administrative issues.** Structures assignments to create effective and economical positions. Coordinates with other organization managers and customers as appropriate. Reviews organization mission, functions, and manning. Identifies requirements and initiates requests for additional resources including personnel, overtime, equipment, supplies, and space to ensure success in meeting goals and objectives. Provides advice to supervisor of significant issues and problems related to work accomplishment. Establishes metrics and analysis systems to ensure actions are timely and reviewed at critical points. Accepts, amends, or rejects work presented by subordinates. Performs self-inspection and presents detailed and comprehensive report with any corrective action taken to supervisor. Follows-up to ensure complete and quality resolution of discrepancies. Assesses and revises policies and procedures as needed to find ways to improve quality, timeliness, and efficiency of work.

**STANDARDS:**

- A. Planning, organizing, and directing efforts typically comply with DoD guidance and achieve organization and customer needs.
- B. Management of resources normally meets the needs of the staff and customers adequately and effectively.
- C. Methods established to review actions are usually effective and ensure legal and regulatory compliance issues and/or customer concerns are promptly identified and addressed.

KSA: 1, 2, 3, 4

**DUTY 2:****Critical**

**Exercises supervisory personnel management responsibilities.** Advises and provides counsel to employees regarding policies, procedures, and directives of management. *Selects or recommends selection of candidates for vacancies, promotions, details, and reassignments in consideration of skills and qualifications, mission requirements, and EEO and diversity objectives. Develops, modifies, and/or interprets performance standards.* Explains performance expectations to employees and provides regular feedback on strengths and weaknesses. Holds employees responsible for satisfactory completion of work assignments. **Appraises subordinate workers performance ensuring consistency and equity in rating techniques.** Recommends awards when appropriate and approves within-grade increases. *Hears and resolves employee complaints and refers serious unresolved complaints to higher level management.* Initiates action to correct performance or conduct problems. *Effects minor disciplinary measures such as warnings and reprimands and recommends action in more serious disciplinary matters.* Prepares documentation to support actions taken. *Identifies employee developmental needs and provides or arranges for training (formal and on-the-job) to maintain and improve job performance.* Encourages self-development. Approves master leave schedule assuring adequate coverage for peak workloads and traditional holiday vacation time. Demonstrates sensitivity to ideas of subordinates. Promotes an environment in which employees are empowered to participate in and contribute to effective mission accomplishment. Discharges security responsibilities by ensuring education and compliance with security directives for employees with access to classified or sensitive material. Recognizes and takes action to correct situations posing a threat to the health or safety of subordinates. Applies EEO principles and requirements to all personnel management actions and decisions, and ensures all personnel are treated in a manner free of discrimination. Periodically reviews position descriptions to ensure accuracy, and the most effective utilization of personnel resources. Explains classification determinations to subordinate employees.

**STANDARDS:**

- A. Personnel management initiated are typically prompt, accurate, and well considered in terms of mission, legal, regulatory, and EEO objectives.
- B. Consistently observes and complies with health, safety, and security directives.
- C. Ordinarily recognizes and arranges for training of subordinates in a timely manner.

KSA: 1, 2, 3, 4

**DUTY 3:****Critical**

**Represents HQs USTRANSCOM with a variety of installation and functional area organizations.** Establishes, develops, and maintains effective working relationships with Joint Staff and DoD representatives and greets high-ranking dignitaries upon their arrival. Interfaces with high ranking dignitaries within the Joint Staff, DoD and other government agencies, foreign embassies, state and local organizations, government, etc. Meets with key customers and coordinating officials to assess customer satisfaction, explains organizational policy and procedures, and resolves problems that arise. Provides or ensures that subordinates provide customer guidance and training. Participates in special projects and initiatives and performs special assignments. Identifies the need for special projects and initiates milestones and goals. Evaluates reports by analyzing facts and performing appropriate research and prepares detailed responses. Determines appropriate recommendations for unresolved or questionable problems and performs follow-up. Researches and determines or recommends appropriate actions or interpretation of issues that impact organization, installation, command, or agency.

**STANDARDS:**

- A. Interactions with internal and external officials and/or customers are usually diplomatic, convincing, professional, and promote effective working relationships.

B. Recommendations are almost always thoroughly researched and analyzed to ensure all issues are properly addressed.

C. Typically ensures participation and outcomes of special projects result in positive impact on the organization and/or improves quality.

KSA: 1, 4

---

**DUTY 4:****Critical****Develops and implements protocol policy and procedural guidance in support of Headquarters**

**USTRANSCOM Commander, Deputy Commander, and Chief of Staff.** Coordinates and consolidates initiatives, plans, and actions of headquarters' elements into an integrated protocol program. Controls and monitors the assignment of protocol functions/visits to six assigned project officers. Instructs project officers on procedures for social events, conferences, meetings, briefings, visits, ceremonies, invitations, seating, programs and other associated protocol functions.

**STANDARDS:**

- A. With rare exception, effectively plans and executes the protocol program.
- B. Routinely provides effective advice and assistance to all parties, including wing units, and accurately implements higher headquarters protocol regulations and policies.
- C. Effectively reviews deployment requirements for protocol personnel and systematically identifies qualified officers to fill the tasked requirements.

KSA: All

---

**DUTY 5:****Critical**

**Serves as the senior protocol advisor to the USTRANSCOM Commander.** Advises the Commander on the impact of protocol issues and problems. Plans, designs, and implements specific and special protocol guidance based on desired goals. Interfaces and coordinates with senior government officials. Interprets and implements USTRANSCOM, Joint Staff, Department of Defense and diplomatic protocol policies. Directs the implementation of officially sanctioned visits to the command through direct contact with the protocol offices of the Joint Staff, Department of Defense, foreign embassies, state, and local organizations.

**STANDARDS:**

- A. With rare exception, effectively briefs the commander and staff regarding policies, procedures, and plans pertaining to distinguished visitors and on all matters/special projects within the sphere of protocol activity.
- B. Routinely acts and responds to visit requests in a timely, courteous, and helpful manner.

KSA: All

---

**DUTY 6:****Critical**

**Plans, arranges, and coordinates many of the myriad of details associated with the large number of distinguished American and foreign visitors to the Command.** Plans and oversees visit agendas, itineraries, conferences, ceremonies, briefings, tours, official functions, support activities, and amenities for numerous distinguished visitors. Personally performs or arranges for others to meet and greet high-ranking dignitaries upon their arrival. Interfaces with the Joint Staff, Department of Defense and other government agencies, and foreign embassies in the planning and execution to ensure that all areas have been considered. Assures that arrangements and details are tailored to each particular protocol event, considering the visitor's country, position, culture, and diplomatic code. Ensures that topics covered relate to the purpose of the visit and that follow-up actions are taken. Meets and escorts distinguished visitors on behalf of the command section. Accompanies guests through various phases of their visits, ensuring they are accorded all appropriate honors and courtesies.

**STANDARDS:**

DATE: 9/17/03

Page 4

- A. With rare exception, protocol details are flawlessly planned and carried out with sound judgment, discretion, tact, diplomacy and poise.
- B. Promptly and effectively ensures protocol details concerning base operations, security, tours, activities, briefings, baggage, billeting, dining arrangements, transportation, receptions, luncheons, formal dinners, entertainment, amenities, mementos, and other services are appropriately accorded to distinguished visitors.
- C. Routinely monitors all aspects of visits through frequent contact with escorts and project officers.

KSA: All

---

**DUTY 7:****Critical**

**Maintains custodial control of the Commander's Official Representation Funds (ORF) and Special Morale and Welfare Funds (SM&W).** Manages a yearly budget of approximately \$20K of ORF and SM&W funds and determines the budget for annual and projected events and visits. Accounts for SM&W funds for Headquarters USTRANSCOM. Researches and advises on proper expenditures, ensuring compliance with Joint Staff and Department of Defense directives. Serves as TCCS-P's resource manager for O&M and SM&W funds.

**STANDARDS:**

- A. In most cases, accurately advises the Commander, Deputy Commander, Chief of Staff and USTRANSCOM Directors on the appropriateness and legality of spending critical funding for special events, entertainment, and mementos supporting distinguished visitors.
- B. Routinely monitors the administration of funds accurately, ensuring compliance with policy objectives of the United States.

KSA: All

---

**RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA):**

- 1. Extensive knowledge of the concepts, principles and practices of protocol, military ceremonies, and military traditions, both national and international.
- 2. Knowledge of safety and security regulations, practices, and procedures.
- 3. Ability to plan, organize, and direct the functions and staff of a small to medium sized organization.
- 4. Knowledge of communication techniques, principles, and regulations to communicate effectively, both orally and in writing, in responding to work related problems and questions.
- 5. Ability to directly supervise and provide supervisory guidance to both military and civilian personnel.
- 6. Knowledge of standard organizational budget procedures.
- 7. Skill in working with people to maintain effective working relationships with groups interested in or affected by ceremonial and protocol programs and policies and skill in working with high level military and civilian officials.

---

**SUPERVISORY CONTROLS:**

The employee serves as the Chief of USTRANSCOM Protocol. Work assignments are outlined in the forms of broad objectives and priorities to be achieved, and based on requirements leveled by the Commander, Deputy Commander and Chief of Staff, USTRANSCOM.

The employee independently plans, organizes, and executes the protocol mission, coordinating efforts with program specialists, headquarters staff, and project officers in conduction of all stages of the project. This frequently involves the definitive interpretation of regulations and study procedures, and the initial application of new methods. The employee informs the supervisor of potentially controversial findings, issues, or problems with widespread impact. The incumbent is responsible for independently assigning, planning and/or carrying out assignments, resolving

problems, coordinating work with others, interpreting policy in terms of established objectives, determining the approach to be taken based on precedence, research and policy programming solutions.

Reviews completed projects, evaluations, reports, or recommendations for compatibility with organizational goals, guidelines, and effectiveness in achieving intended objectives. Completed work is reviewed outside the employee's immediate office by staff and project officers whose programs and employees would be affected by implementation of the recommendations. Reviews recommendations concerning broad organizational implications with closer regard.

---

**CLASSIFICATION CRITERIA:****Factor 1, Program Scope and Effect****Level 1-3****550 Points****-- Scope:**

The work contributes to the prestige with which HQ USTRANSCOM presents itself to local, national, and international persons and organizations.

**-- Effect:**

Directs administrative services which support and directly affect Headquarters USTRANSCOM.

**Factor 2, Organizational Setting****Level 2-3****350 Points**

The employee is directly accountable to the Chief of Staff, USTRANSCOM (a 2-star general officer).

**Factor 3, Supervisory and Managerial Authority Exercised****Level 3-2c****450 Points**

The incumbent plans and schedules work to be accomplished by subordinates, sets and adjusts short-term priorities; assigns work in consideration of employee skills and mission requirements; develops performance standards and rates subordinates' performance; advises employees on work and administrative matters; implements methods and procedures to improve organizational performance; and identifies and provides for employee training and development. The employee also recommends selection of candidates for positions; recommends position structure changes; takes disciplinary actions and hears and resolves formal employee complaints and grievances as delegated by higher level management; and assesses and revises policies and procedures as needed to find ways to improve quality, timeliness, and efficiency of work. In addition to assigning and reviewing work, assuring accuracy requirements are met, and approving leave, the position must perform **at least 3 of the 4 duties underlined in duty paragraphs 1 and 2, and a total of at least 6 of the 10 duties in bold italics.**

This position is responsible for all (1-10).

**Factor 4, Personal Contacts****Subfactor 4A- Nature of Contacts****Level 4A-3****75 Points**

Personal contacts include national leadership, legislators, Joint Staff, Combatant Command Staffs, community civic leaders, local Wing leadership, and field personnel at all echelons from all services and departments. The incumbent has frequent contact with flag officers, military and civilian, throughout USTRANSCOM and the Joint Staff. Recurring contacts include distinguished foreign military and civilian dignitaries. Contacts include those that take place in meetings and conferences and unplanned contacts for which the employee is designated as a contact point by higher management. They often require extensive preparation of briefing materials or up to date technical familiarity with complex subject matter.

**Subfactor 4B- Purpose of Contacts****Level 4B-2****75 Points**

Purpose of the contacts is to coordinate general officer administrative support, ceremonial or protocol activities or plans. Contacts may also be for the purpose of presenting analysis and recommendations.

**Factor 5, Difficulty of Typical Work Directed****Level 5-6****800 Points**

DATE: 9/17/03

Page 6

The position is responsible for providing direction and supervision over work at the GS-11 level which best characterizes the nature of the basic, mission oriented, nonsupervisory work performed in the organization and which constitutes 25 percent or more of the workload (not positions or employees) of the organization.

**Factor 6, Other Conditions****Level 6-3****975 Points**

The work supervised or overseen involves protocol work that is interpretative, judgmental and creative. Such work places significant demands on the supervisor to resolve conflicts and maintain compatibility of interpretation, judgment, logic and policy application, which can reflect negatively on the command if not applied appropriately due to the sensitivity of the position. Because the basic facts, types of visits, events, meetings, etc., information, and circumstances may vary substantially; guidelines are incomplete or do not readily yield identical results; or differences in judgments, recommendations, interpretations, or decisions can have consequences or impact on the work of other subordinates. Such work also may be accomplished by a team, each member of which contributes a portion of the analyses, facts, information, proposed actions, or recommendations, which are then integrated by the supervisor.

**Special Situations:** Describe here what special situations and/or conditions that, apply to this supervisory situation. Identify "None" if no special situations and/or conditions exist. None.

---

**Other significant facts pertaining to this position are:**

1. Must have or be able to maintain a secret clearance.
2. Work may occasionally require travel away from the normal duty station on military or commercial aircraft.
3. Required to work other than normal duty hours, which includes evenings, weekends, and/or holidays.
4. Performs 24-hour on call duties as Ceremonies and Protocol representative.

---

**CLASSIFICATION SUMMARY: 1-3, 2-3, 3-2c, 4A-3, 4B-2, 5-6, 6-3.**

**CLASSIFICATION STANDARD(S) USED:** US OPM PCS for General Schedule Supervisory Guide, TS-123, April 1993, revised in April 1998; and DOD Supplementary Guide to the GSSG, June 1993 (HRCD-7, July 1999). US OPM Miscellaneous Administration and Program Series GS-301, TS-34, dated Jan 79, US OPM Public Affairs Series, GS-1035, TS-53, July 1981, Administrative Analysis Grade-Evaluation Guide, TS-98, dated Aug 90.

GS-13 Point Range: 3155-3600

Total Points: 3275

Grade: GS-13

**CLASSIFICATION REMARKS:** This is a TEMPLATE to be used for GS Supervisory positions at the first level. CPCN must start with 9S (remaining 3 digits are to be assigned locally).

**NOTE(S) TO USERS:** The above duties and responsibilities meet Factor Level 3-2c of the General Schedule Supervisory Guide (GSSG). In order to meet the full intent of evaluation at Factor Level 3-2c of the guide, the position must contain the following: In addition to assigning and reviewing work, assuring accuracy requirements are met, and approving leave, the position must describe **at least 3 of the 4 duties underlined and a total of at least 6 of the 10 duties in bold italics**. The remaining duties may be modified as necessary to accurately describe the duties and responsibilities of the position. However, care should be exercised to ensure that the modification does not diminish the role of the position or result in unrealistic assignment of supervisory and managerial responsibilities in the organization. As always, minor changes, including skill code shreds, may be made to fit local requirements, using the existing SCPD (9S) number, as long as the modifications do not impact the classification or the recruiting factors of the position. The duties in the template include more than that required to meet the criteria in Level 3-2c (contains all 10 elements of criteria rather than only 6). The duties represent what is believed to be typical of first level supervisory positions in the Air Force. If less than the duties depicted are assigned, care should be exercised to ensure the position represents the most effective use of resources. If personally performed technical duties form the basis for classification of the position rather than supervisory duties, this template should not be used.

---

AFPC Free Flow Format

File Name C: (b)(6)

DATE: 9/17/03

Page 7





NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) POSITION DESCRIPTION						
POSITION AND HIRING INFORMATION						
1. POSITION NUMBER S43144		2. POSITION TITLE BRAC and Transformation Program Manager			3. OCCUPATIONAL CODE 0301	
4. ORGANIZATIONAL TITLE		5. CAREER GROUP Standard	6. PAY SCHEDULE YA	7. PAY BAND 02	8. TARGET PAY BAND NA	9. OPM FUNCTIONAL CODE
10. DRUG TEST ___ YES ___ X NO	11. BUS CODE 8888 5 USC 7112(b)(1)	12. FAIR LABOR STANDARDS ACT ___ N ___ X E 5 CFR 551.206			13. DOD SUPERVISORY STATUS & AF SL 5	
14. KEY/EMERGENCY ESSENTIAL NA	15. MOBILIZATION INDICATOR C - Position required in peacetime and upon mobilization.		16. ENVIRONMENTAL/HAZARD DIFFERENTIAL No		17. CERTIFICATION REQUIRED ___ YES ___ X NO	
18. POSITIVE EDUCATION REQUIREMENTS ___ YES ___ X NO		19. LANGUAGE REQUIRED ___ YES ___ NO		20. LANGUAGE IDENTIFIER N/A		
21. FINANCIAL STATEMENTS REQUIRED ___ YES ___ X NO		22. POSITION SENSITIVITY Critical-Sensitive		23. PAY POOL IDENTIFIER		24. LAUTENBERG/SMITH AMENDMENT YES ___ X NO
<b>25. DUTIES</b> Provides advice and assistance to the Transformation Task Force (TTF) Director on a wide variety of issues. Using a full range of leadership and project management skills, runs the facility working groups and works with AMC and SDDC to meet Temporary and Permanent Facility completion dates. Facilitates and leads Component teams, addressing several projects simultaneously, and briefs senior officers and executives. Manages the Transformation Task Force processes, chairs the Annex Managers meetings, and provides updates to senior leadership. Provides expertise and leadership to integrate emerging space/facility, communication, IT, and force protection requirements into USTRANSCOM by prioritizing and working with AMC/A7 and 375 Air Wing on planning, design, and construction of temporary and permanent BRAC and other facilities supporting Transformation. Interfaces with USTRANSCOM customers and interprets their requirements to ensure facility configurations support proper operational capability. Formulates and executes facility engineering budget to ensure that BRAC and transformation milestones are achieved. Performs analysis of functional, financial, and technical aspects of IT communications, security, and infrastructure requirements. Identifies requirements with customers for projects to upgrade the IT/Comm as part of the construction project. Works with TCJ6 to improve IT/Comm infrastructures in USTRANSCOM facilities. Lead for resolving IT/Comm issues in the SDDC temporary facility, the new MILCON project, and any other major BRAC or Transformation projects for USTRANSCOM. Conducts analyses of existing systems, infrastructure and components to determine comprehensive installation business requirements and opportunities for new and/or enhanced information technology and facilities enhancements. Conducts organizational research and analytical studies to determine specific requirements and develop specifications.						
<b>26. POSITION'S ORGANIZATION</b> USTRANSCOM-TCCS-FM						
<b>27. POSITION OCCUPIED</b>  Competitive			<b>28. a. DUTY STATION</b> (City - County - State Or Overseas Location) Scott Air Force Base, IL St. Clair <b>b. GEOGRAPHICAL LOCATION CODE</b> 177865163			

## 29. Core Competencies

Air Force Skill Codes:

Percentage	Skill Code	Shred	Subshred	Literal Translation
50%	APM	PLR		Computer Specialist/Plans and Requirements
50%	DXN	STJ		General Facilities & Equip/Facilities

## NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) POSITION DESCRIPTION

### 30. COMPONENT INFORMATION

A. STANDARD OCCUPATION CODE (SOC)		B. NATIONAL GUARD BUREAU DUAL STATUS _____ NON-DUAL STATUS _____		C. AIR/ARMY RESERVE TECHNICIAN YES _____ NO _____
D. AF SPEC CODE/ MIL OCCUPATIONAL SPEC	E. ROLE LEAVE BLANK	F. SPECIALITY LEAVE BLANK		G. SCOPE AND IMPACT LEAVE BLANK
H. ORGANIZATIONAL ENVIRONMENT USTRANSCOM	I. CAREER FIELD/ COMMUNITY E - Comm and Info	J. RESERVED FOR COMPONENT USE	31. PPP OPTION CODE	

### 32. SKILLS INFORMATION

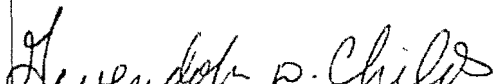
1. Comprehensive knowledge of, and skill in applying government policies, directives, and other regulatory memorandum concerning program management, utilization, acquisition, technological advance, and standardization of Force Protection, C4S and Facilities Engineering principles, concepts, methods, standards, practices, and processes.
2. Comprehensive knowledge of governing facility management regulations and standards.
3. Extensive knowledge of Strategic Planning processes and techniques.
4. Broad knowledge of and skill in applying infrastructure system acquisition regulations, policies, guidelines, practices and procedures.
5. Professional skill and ability to communicate effectively, both orally and in writing complex technical issues and statements prepared for senior military, government, and civilian officials.
6. Skill and ability to present technical briefings, chair meetings, and prepare reports.
7. Ability to apply extensive knowledge of current infrastructure and communications/security methods, practices and procedures. Stays current of technological advancements in an ever-changing environment.
8. Ability to plan, organize, prioritize, and delegate daily workload to meet changing deadlines and rapidly changing circumstance.

### 33. CONDITIONS OF APPOINTMENT/OTHER SIGNIFICANT FACTS


1. Incumbent may be required to travel by regularly scheduled passenger, military, or commercial aircraft in the performance of temporary duty assignments.
2. The employee must obtain and maintain a Top Secret security clearance.
3. This position may require the employee to work other than normal duty hours, which may include overtime.

34. OTHER REQUIREMENTS A. DOD RESERVED	B. DOD RESERVED	C. DOD RESERVED	D. DOD RESERVED	E. COMPONENT USE
---	-----------------	-----------------	-----------------	------------------

### 35. AUTHORIZED MANAGEMENT OFFICIAL

a. SIGNATURE 	b. TITLE Deputy Director BRAC Transformation TASK Force	b. DATE (YYYY/MM/DD) 2007/12/21
---	--	------------------------------------


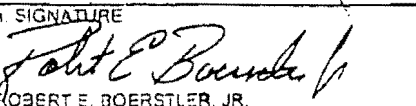
### 36. CLASSIFICATION APPROVED BY

a. SIGNATURE 	b. TITLE HR Specialist (Classification/Staffing)	b. DATE (YYYY/MM/DD) 2007 12 26
---	---	------------------------------------



NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) POSITION DESCRIPTION					
POSITION AND HIRING INFORMATION					
1. POSITION NUMBER 9S N1201		2. POSITION TITLE Management Analyst			3. OCCUPATIONAL CODE 0343
4. ORGANIZATIONAL TITLE TRAC2ES Functional Program Manager		5. CAREER GROUP SC	6. PAY SCHEDULE YA	7. PAY BAND 02	8. TARGET PAY BAND 02
9. OPM FUNCTIONAL CODE N/A		10. DRUG TEST __ YES __ X __ NO			11. BUS CODE 8888-5USC CH 7112(b)(2)
12. FAIR LABOR STANDARDS ACT __ N __ X __ E 5 CFR 551.206		13. DOD SUPERVISORY STATUS & AF SL DoD-8/AF-8			
14. KEY/EMERGENCY ESSENTIAL N/A		15. MOBILIZATION INDICATOR C - Position required in mobilization and peacetime		16. ENVIRONMENTAL/HAZARD DIFFERENTIAL No	
17. CERTIFICATION REQUIRED __ YES __ X __ NO		18. POSITIVE EDUCATION REQUIREMENTS __ YES __ X __ NO		19. LANGUAGE REQUIRED __ YES __ X __ NO	
20. LANGUAGE IDENTIFIER N/A		21. FINANCIAL STATEMENTS REQUIRED X YES __ NO		22. POSITION SENSITIVITY Critical Sensitive	
23. PAY POOL IDENTIFIER N/A		24. LAUTENBERG/SMITH AMENDMENT __ YES __ X __ NO		25. DUTIES: Serves as TRAC2ES Functional Program Manager and subject matter expert (SME) for healthcare information management and information technology for the Command Surgeon and Command, Control, Communications, and Computer Systems (C4S) Director reporting directly to the Deputy Command Surgeon. Develop requirements for the Transportation Command Regulating And Command/Control Evacuation System (TRAC2ES). Collaborate interagency, interdepartmental and across all geographic and functional COCOMs to identify and vet potential new requirements to support global patient movement healthcare systems. Manages the TRAC2ES functional change process. Administers and manages the global TRAC2ES accounts. Maintains liaison with internal USTRANSCOM and external organizations to anticipate the future direction of transportation and health IT systems, acquisition policies, and regulatory requirements. Coordinates activities and schedules with internal, as well as, external organizations, suppliers, and customers. Represents USTRANSCOM in dealings with allied nations on a bi-lateral, multi-lateral and security organization basis, including America, Britain, Canada, Australia and New Zealand (ABCA) and NATO Armies Program. Provides comprehensive functional analysis and direction to the program manager on resource allocation, cost management, and deliverables. Assures understanding of TRAC2ES functional, technical and systems requirements, objectives, specifications and products by all concerned activities. Researches and analyzes problems, issues, or TRAC2ES program requirements. Develops annual financial plan and manages approximately \$600K office budget for supply, contracts and travel. Provides direction for execution for the TRAC2ES acquisition and operation and maintenance budget. Supervises delivery of contracted non-personal services providing help desk, administrative and SME support to the program. Manage interagency and inter-service projects. Chairs the Global Patient Movement Joint Advisory Board Information Management/Information Technology SME Panel. Develop and coordinate documents in support of the JCIDS process. Present and defend those documents in the coordination and briefing process, including presenting directly to the Joint Requirements Oversight Council. Briefs the semi-annual COCOM Surgeons General conference including 3 star flag officer/SES equivalents regarding the current state of patient movement healthcare IT and planned developments. Develops strategic level plans for execution of identified requirements provides them to the program manager for execution. Develop, coordinate and defend Program Objective Memorandum submissions with the Military Health System (MHS) during the annual MHS budget formulation process. Determines critically important strategic level program execution decisions that affect long range delivery of patient movement IT capabilities affecting the COCOMs and provides Joint Staff integrated visibility into patient movement. Reviews formal capabilities and acquisition documents on behalf of the Director C4S. Represents USTRANSCOM at healthcare IT and operational conferences, symposiums, and working groups spanning other COCOMs, components, OSD, academia, international defense organizations and defense industrial base companies. May serve as the contracting officer representative for government support contracts that support the TRAC2ES Program	
26. POSITION'S ORGANIZATION USTRANSCOM/Command Surgeon					
27. POSITION OCCUPIED Competitive			28. a. DUTY STATION (City - County - State Or Overseas Location) Scott AFB, St Clair, IL		
			b. GEOGRAPHICAL LOCATION CODE 177835163		
29. Core Competencies Air Force Skill Codes:					
Percentage	Skill Code	Shred	Subshred	Literal Translation	
40%	ARG	PLN		Management Analyst/Planning	
35%	ARL	PRG		Program Analyst/Programming	
25%	ARG	DTS		Management Analyst/Data Systems	

# NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) POSITION DESCRIPTION

<b>30. COMPONENT INFORMATION</b>				
<b>A. STANDARD OCCUPATION CODE (SOC)</b> 0343		<b>B. NATIONAL GUARD BUREAU</b>  DUAL STATUS      NON-DUAL STATUS		<b>C. AIR/ARMY RESERVE TECHNICIAN</b>  YES <input checked="" type="checkbox"/> NO
<b>D. AF SPEC CODE/ MIL OCCUPATIONAL SPEC</b> M41A4	<b>E. ROLE</b> EXPERIENCE	<b>F. SPECIALTY</b> EXPERIENCE	<b>G. SCOPE AND IMPACT</b> EXPERIENCE	
<b>H. ORGANIZATIONAL ENVIRONMENT</b> Joint Activity (Multi-Service)	<b>I. CAREER FIELD/ COMMUNITY</b> E - Comm/Info	<b>J. RESERVED FOR COMPONENT USE</b> Org Fuho Code: MDY Centrally Managed Code: N/A Competitive Level Code: K71A		<b>31. PPP OPTION CODE</b>
<b>32. SKILLS INFORMATION</b> 1. Mastery of knowledge of IT investment principles, policies, and practices necessary for the implementation of Distribution Portfolio programs and methodologies for delivering IT programs within cost, schedule, performance, and risk guidelines is required. 2. Knowledge of the Health Insurance Portability and Accountability Act and the Privacy Act and ability to apply those principles to the management and protection of sensitive data generated by and contained in TRAC2ES. 3. Professional skill and ability to communicate effectively, both orally and in writing, complex technical issues and statements prepared for senior military, government, and civilian officials. Ability to give briefings, chair meetings, and prepare reports. Ability to articulate critical, highly complex and interagency command and control, health information systems and acquisition concepts. The ability to plan and coordinate interagency workgroups. 4. Detailed knowledge of a wide range of healthcare management operations across the military health system a comprehensive knowledge of DOD health information systems is required. Knowledge of medical terminology. 5. Ability to apply state-of-the-art resource management and communication technologies to optimally support enhancement and sustainment of TRAC2ES and other healthcare information systems. 6. Knowledge of Federal Acquisition Regulations (FAR) and laws governing the administration, resource allocation, and management of contracts.				
<b>33. CONDITIONS OF APPOINTMENT/OTHER SIGNIFICANT FACTS</b> 1. Filing of financial disclosure statements is required. 2. Work requires the ability to brief senior officials up to, and including 4 star and SES-5 level. 3. Completion of a Masters degree in Business, Public or Healthcare Administration or similar is highly desirable. 4. Travel by military or commercial aircraft in accordance with the Joint Travel Regulation (JTR) to perform temporary duty assignments is required. 5. The employee must have proven mastery of project management by civilian certification (PMP) or Defense Acquisitions University level 1 certification.				
<b>34. OTHER REQUIREMENTS</b> A. DOD RESERVED	<b>B. DOD RESERVED</b>	<b>C. DOD RESERVED</b>	<b>D. DOD RESERVED</b>	<b>E. COMPONENT USE</b>
<b>35. AUTHORIZED MANAGEMENT OFFICIAL</b>				
<b>a. SIGNATURE</b> 		<b>b. TITLE</b> Executive Officer, Command Surgeon		<b>b. DATE (YYYY/MM/DD)</b> 3009 Mar 02
<b>36. CLASSIFICATION APPROVED BY</b>				
<b>a. SIGNATURE</b>  ROBERT E. BOERSTLER, JR.		<b>b. TITLE</b> Human Resources Specialist (Classification)		<b>b. DATE (YYYY/MM/DD)</b> 2009/03/03



(b)(6)

ORGANIZATION: USTRANSCOM/SG  
 SUPV LEV CODE: 8  
 TARGET GRADE: 09  
 JOB SHARE: N/A  
 SENSITIVITY: Non-critical sensitive  
 EMERGENCY ESS: N/A  
 KEY POSITION: YES

CPD NUMBER: 43315  
 COMP LEV CODE: 737A  
 FLSA: Exempt  
 CAREER PROG ID: N/A  
 BUS: 1036  
 DRUG TEST: NO  
 POSITION HIST: New mil/civ

CLASSIFICATION: Medical Readiness Specialist, GS-0301-09  
 DUTY TITLE:

ORG & FUNC CODE: MDY Medical<sup>plw</sup>  
 1ST SKILL CODE: 34% AKTCWM Specialist/Analyst Contingency/Mobility/War Plan  
 2ND SKILL CODE: 33% AKTSVC Specialist/Analyst Resources Management  
 3RD SKILL CODE: 33% ARLPLN Program Analysis Planning

CLASSIFIED BY:

CLASSIFICATION CERTIFICATION: CPD adequately and accurately reflects the local work situation to meet classification, staffing, and performance management purposes.

Alonda Wiese  
 CLASSIFIER'S SIGNATURE

18 Nov 2008  
 DATE

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

John D. Paluka  
 SUPERVISOR'S SIGNATURE

17 November 2008  
 DATE

PERFORMANCE PLAN CERTIFICATION:

Rater/Supv.				
Date				
Reviewer				
Date				
Employee*				
Date				

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

The primary purpose of this position is: to provide oversight in developing and implementing programmatic policies which support the USTRANSCOM wartime/peacetime training and contingency response plans as required/outlined in AFIs 41-106, 10-403, and 10-2501. Responsible for providing and monitoring training programs: planning and executing medical readiness exercises, requirements and mobility taskings in support of medical requirements and mobility functions to prepare USTRANSCOM to meet the unit's deployment mission.

The organizational location of this position is: USAF, USTRANSCOM, Surgeon General, Global Patient Movement Requirements Center, Scott AFB, IL

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

The organizational goals or objectives of this position are: See mission statement.

USTRANSCOM Surgeon General's Vision. Develop a single cohesive organization to provide technical and strategic expertise and staff support to TCCC in his role as the single manager for patient movement in coordination with geographic combatant commands.

---

**DUTY 1:**

Critical

Conducts the Unit Deployment Program for Global Patient Movement Requirements Center (GPMRC). Evaluates the effectiveness of the medical readiness program for Joint Service Personnel in the GPMRC. Provides advice and technical guidance in all areas of medical readiness. Coordinates contingency, exercise, and deployment (CED) orders for all deploying personnel from the Reserve core (IMA, ANG, and AFR). Ensures all readiness operations are in compliance with existing regulations and command policies. Prepares, develops, and documents annual briefings to deployment personnel on their individual deployment requirements. Prepares and disseminates initial deployment orientation packages for all newly assigned deployment personnel. Responsible for leading the Joint Patient Movement team chiefs in developing the annual training calendar for each team outlined in applicable guidelines. Ensures timely follow-on training is given when deficiencies are noted. Analyzes the readiness deployment capability through evaluation of training, equipment status, manning, and unit supervision. Compiles relevant data and prepares special tables, graphs, charts, and briefings needed to depict unit deployment and training status.

**STANDARDS:**

- A. With few exceptions, ensures all pre-deployment and post-deployment requirements are met for all personnel affected.
- B. Often works with organization leaders to set yearly deployment rotation schedule.
- C. Typically ensures that personnel are prepared and keeps current on technical orders, directives, and plans and that medical readiness program assessment results meet the intent of the program and satisfy requirements.

KSA: 1, 2, 5, 6, 7

---

**DUTY 2:**

Critical

Manages the USTRANSCOM Security Manager Program and coordinates all training needs with the USTRANSCOM Force Protection (TCJ3-FP). Develops and implements an annual training program for all personnel assigned to the Surgeon General Directorate. Maintains current files of all active AF Form 2586s. Unescorted Entry Authorization Certificate, in accordance with the USTRANSCOM instructions. Maintains



current security clearances on all personnel assigned to the SG. Advises the commander on any changes that happen with personnel security. Coordinates with TCJ3- FP on all the security clearance issues and all in-processing and out-processing of personnel. Maintains an active Joint Personnel Adjudication System (JPAS) account. Develops procedures for units to support wartime operations. Provides technical assistance to units during medical readiness exercises. Determines training deficiencies and performs the appropriate corrective actions.

**STANDARDS:**

- A. Ensures most TCSG/GPMRC personnel are scheduled for and receive all required Force Protection.
- B. With few exceptions, ensures that all TCSG/GPMRC personnel's security clearances are maintained and kept current.
- C. Ensures most personnel are properly trained in accordance with USTRANSCOM directives.

KSA: 1, 2, 3, 5, 6, 7

---

**DUTY 3:****Critical**

Serves as the COMSEC Responsibility Officer (CRO) and the Digital Secure Voice Responsibility Officer (DSVRO) for TCSG/ SG. Maintains compliance in the CRO and the DSVRO programs with the USTRANSCOM COMSEC Office. Coordinates all the necessary changes to the COMSEC account with the COMSEC Office. Accounts for all COMSEC material and coordinates all monthly audits with the COMSEC office. Attends all necessary training for compliance with the COMSEC program outlined in DOD, USTRANSCOM, and AFI Instructions.

**STANDARDS:**

- A. With few exceptions, accurately establishes, identifies, defines, and quantifies requirements for execution and implementation of TCSG/GPMRC's COMSEC program.
- B. With few exceptions, properly trains TCSG/GPMRC personnel on internal procedures and appropriate use of equipment and supplies associated with COMSEC.

KSA: 1, 2, 4, 5, 6, 7

---

**DUTY 4:****Critical**

Manages and oversees all TCSG Reserve requirements with SG leadership. Maintains coordination with the Command Surgeon, Deputy SG, GPMRC Chief, and GPMRC Deputy Chief. Manages all requests, fulfills reserve requirements, and ensures the needs of the mission are fulfilled. Coordinates with all Directorate functions to ensure their Reserve requirements are met in a timely manner. Coordinates all IMA requests from the IMA Working Center at Dobbins AFB, GA. Conducts request of orders for a reservist and ensure that money is available for the orders to be processed.

**STANDARDS:**

- A. With few exceptions, ensures all Reserve requirements are coordinated and staffed through the proper chain of command.
- B. With few exceptions works with Reservists and their parent organization in preparing members for deployment.

KSA: 1, 2, 3, 5, 6, 7

---

**DUTY 5:**

Critical

Coordinates the acquisition, maintenance, storage, and shipment of equipment and systems required to support emergency response operations, and deployments. Ensures adequate storage and spacing for the placement of readiness systems, supplies, and equipment. Determines needs and develops justifiable submissions to procure and maintain equipment required to support emergency response operations. Develops training programs to ensure all equipment packages and deployment personnel are exercised by appropriate personnel. Facilitates the development of instructional guides and lesson plans that effectively meet required objectives.

**STANDARDS:**

- A. Ensures JPMT teams are identified, trained, and on-call ready for immediate response if activated.
- B. Consistently ensures, upon deployment notice, JPMT's are equipped with proper supplies and equipment needed for their deployment area.

KSA: 1, 2, 5, 6, 7

---

**DUTY 6:**

Critical

Participates in discussions, meetings, and serves on panels or committees. Presents briefings and written correspondence. Presents clear, concise, and well-structured oral presentations that address the designated issues. Presents and resolves issues, program considerations, and technical interest with civil authorities, agency specialists, managers, and/or other military departments or support agencies. Considers the composition of the audience, knowledge level and desired outcome when composing the material. Identifies problems, both in broad and detailed terms, and attempts to resolve conflicts in a timely manner through discussions with responsible members in a meeting or working group.

**STANDARDS:**

- A. Ensures that the correct format is used to effectively convey meaning and to meet general or specific standards of acceptability.
- B. Communicates effectively through written correspondence which reflects current policy and procedures.

KSA: 1, 2, 3, 4, 5, 6, 7

---

**RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA)**

1. Knowledge of the medical deployment program and activities to project, plan, and manage the TCSG/GPMRC deployment program.
2. Knowledge of the objectives, governing directives, goals, and unique medical requirements for TCSG/GPMRC, as well as Service specific requirements and overall training requisites to prepare, assign, train and manage deployed personnel.
3. Knowledge of the Air Force and USTRANSCOM Security Manager program along with a working knowledge of the JPAS System.
4. Knowledge of the Air Force COMSEC program, DOD, Air Force, and USTRANSCOM Instructions that govern the COMSEC program as well as use of special equipment associated with the COMSEC program.

- CLASSIFICATION CRITERIA:**

950 Points

**275 Points**

275 Points

**150 Points**

150 Points

75 Points

The purpose of this position is to plan, coordinate, discuss, define, and advise managers on the medical readiness program requirements and objectives to justify changes in readiness operations. In addition there is a need to exchange information with other DOD organizations by influencing or motivating individuals or groups who are working toward mutual goals and who have basically cooperative attitudes toward wartime/peacetime contingencies.

**Factor 8, Physical Demands**

Level 8-1

5 Points

The work is primarily sedentary, although some slight physical effort may be required for the coordination of the various exercises and mobility/operations. Extended periods of standing may be required when performing training.

**Factor 9, Work Environment**

Level 9-1

5 Points

The work is typically performed in an adequately lighted, climate controlled office.

---

**Other significant facts pertaining to this position are:**

1. Work may occasionally require travel away from the normal duty station on military or commercial aircraft.
  3. Employee must be able to obtain and maintain a secret security clearance in order to access classified material.
  4. Employee must be able to attend and complete Medical Readiness Planner's Course (MRPC) before or within 12 months of assignment
  5. This is a Key Position. Employees must be removed from their military recall status if alternatives for filling the position during an emergency are not available.
- 

**CLASSIFICATION SUMMARY:**

FACTOR LEVELS AND POINTS: 1-6, 2-3, 3-3, 4-3, 5-3, 6/7-2/b, 8-1, 9-1

TOTAL POINTS: 1885

GRADE CONVERSION: GS-9

CLASSIFICATION STANDARD(S) USED: US OPM PCS for Miscellaneous Administration and Program Series, GS-0301, TS-34 dated January 1979; US OPM Administrative Analysis Grade-Evaluation Guide, TS-98 dated August 1990; US OPM PCS for Safety and Occupational Health Management Series, GS-018, TS-55 dated August 1981.



## AIR FORCE CORE PERSONNEL DOCUMENT

ORGANIZATION: USTRANSCOM/J5-AS CPD NUMBER: 9S42687  
 SUPV LEV CODE: 5 ~~COMPLX CODE: K78Y~~  
 TARGET GRADE: ~~14~~ *YA-03* FLSA: Exempt  
 JOB SHARE: No CAREER PROG ID: *2N*  
 SENSITIVITY: Critical-Sensitive BUS: 8888  
 EMERGENCY ESS: No DRUG TEST: No  
 KEY POSITION: No POSITION HIST: Review

CLASSIFICATION: Program Analyst, ~~CS-343-14~~ *YA-343-03*  
 DUTY TITLE: JROC/Transformation Technology Program Coordinator

*CSW 10-9-06*

ORG & FUNC CODE: PPY - Plans and Programs  
 1ST SKILL CODE: 40% ARLPLN Management & Program Analysis - Planning  
 2ND SKILL CODE: 30% ARLPRG *Logistics* Management & Program Analysis - Programming  
 3RD SKILL CODE: 30% ARLCMW Management & Program Anal - Cont/Mob/War Plan

CLASSIFIED BY:

CLASSIFIER'S SIGNATURE

*Barberis**12 Jan 05*  
DATE

**SUPERVISOR'S CERTIFICATION:** I certify that this Core Personnel Document is an accurate statement of the major duties, knowledges, skills, and abilities, responsibilities, physical and performance requirements of this position and its organizational relationships. The position is necessary to carry out government functions for which I am responsible. This certification is made with the knowledge that this information is to be used for statutory purposes relating to appo and payment of public funds and that false or misleading statements may constitute violations of such statutes implementing regulations.

SUPERVISOR'S SIGNATURE

*David L. Dins**January 12, 2005*  
DATE

## PERFORMANCE PLAN CERTIFICATION:

Rater/Supv.				
Date				
Reviewer				
Date				
Employee*				
Date				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

AF Form 1003 APR 90 (COMPUTER GENERATED)

FOR CODE: Position is exempt from  
 regarding UNCLASSIFIED Chemical  
 102041- MANAGEMENT CERTIFICATION

*effective 10-15-06*  
 102041- (1400.15M (4-28-06)  
 employee's performance plan is superseded by  
 S guidelines and is documented on DOD Form 2906

---

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

**The primary purpose of this position is:** To explore, exploit and leverage as well as providing centralized management and direction of transportation-related transformation technologies, in both the foreign and domestic private and public sectors, for the enhancement of the Defense Transportation System (DTS) capabilities. This position ensures that technology investments and development that infuse transformational transportation/distribution capabilities into the DTS are consistent with the U. S. Transportation Command (USTRANSCOM) Strategic Plan and other related Department of Defense (DOD) initiatives. In addition, this position provides oversight/manages the interface and integration of command initiatives/concerns within the Joint Requirements Oversight Council/Joint Warfighting Capabilities Assessment (JROC/JWCA) to plan, organize, and determine necessary policies, regulations, directives, programs, doctrine, and procedures to establish, maintain, and resolve JROC/JWCA issues.

**The organizational location of this position is:** U.S. Transportation Command, Strategy, Plans, Policy, and Programs Directorate, Programs and Analysis Division, Analysis, Simulation and Technology Branch, Scott AFB IL

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

**The organizational goals or objectives of this position are:** To identify and validate DTS-related transformation technology requirements; define and orchestrate transformation technology program roles and responsibilities; ensure program goals and validated technology requirements are clearly reflected in the USTRANSCOM Strategic Plan, National Security Strategy (NSS), National Military Strategy (NMS), the Defense Planning Guidance (DPG), and critical Department budgeting documents; and marshal financial support for technology pursuits through the JROC/JWCA process.

---

**DUTY 1:****Critical**

**Develops and orchestrates command program to exploit and leverage transformational technology initiatives being pursued by DOD, non-DOD government organizations, and commercial industry to enhance the performance and capabilities of the Defense Transportation System (DTS).** Actively engages command and component staffs in identification of technology requirements. Establishes mechanism for collection of technology needs and solicitation of proposals. Ensures screening of technology proposals to validate that proposal falls under the command's transformation technology purview and supports a validated DTS technology requirement. The employee develops long-range plans for the acquisition of advanced transportation-related technology systems to support command missions and transform the force projection concepts and strategies of the DTS. This involves evaluations, analysis of data, determination of the operational implications of statistics generated from the data, assurance of high quality tests and evaluation documents, and application of results to the requirements process. Objectives are to improve operations, transportation systems, transportation systems support, training and strategy and to furnish data for Combatant Commander decisions. Ensures assessment of non-materiel solutions is conducted prior to linking proposed technology initiative to identified need. Manages and refines the procedure by which customer identified technology needs are received, matched against ongoing research initiatives, and translated into a command-approved strategy/vision for execution. Translates approved pursuits into programmatic FYDP input. Orchestrates organizational interface with and ensures active monitoring of selected agency, Service, and research organizational pursuits of transformational, transportation-related initiatives. Responsible for promulgation of command program objectives with technology counterparts within the Office of Secretary of Defense (OSD), Joint Staff, Services, selected defense agencies, other combatant commands, and industry. Conducts program cost analyses of projects and analyzes cost benefit of current or projected programs. Identifies resources (staff, funding, or equipment) required to support varied levels of program operations. Provides support and advice on reprogramming of funds and funding levels due to changes in technology pursuits or other changes. Provides input and advice to employees within the USTRANSCOM headquarters staff and the transportation component commands on transformational technology pursuits. Personally manages the command's multi-million dollar transformation technology account. Prepares documentation and delivers oral

presentations, such as briefings, training sessions, consultations, and strategy sessions with other staff service functions and activities, to secure cooperation, resolve controversial matters, and convey information relative to proposed changes in the command's transformation technology program.

**STANDARDS:**

- A. Effectively liaison not only within headquarter's staff and assigned components but also with the Joint Staff, Services, Defense Agencies, Combatant Commands, and industry to assess/address current and future transportation, transformation technology requirements and garner support for materiel enhancements to DTS transportation-related issues.
- B. Effectively orchestrate the management of staff efforts to ensure development and implementation of programmatic solutions to identified requirements.
- C. Routinely crafts, coordinates, and submits with prescribed timeliness point papers, executive summaries, etc., and develops and presents formal briefings. Composes papers and articles for conferences, meeting, etc., which are concise, accurate and target audience specific.
- D. Routinely provides insightful and timely programmatic advice for inclusion in a variety of critical planning documents, conferences, reports, etc. Routinely prepares and presents comprehensive oral presentations in assigned areas.
- E. Accurately establishes and updates, in accordance with the budget cycle, inputs to multi-year budget requirements by thorough documentation.
- F. Provides appropriate data to key officials at all levels of management to help achieve the most effective transformation technology program.

**KSA:** 2, 3, 4, 5, 6, 7, 8

**DUTY 2:****Critical**

**Serves as an authority on JROC/Functional Capability Boards (FCBs) issues pursuant to USTRANSCOM's strategic plan with responsibility for analyzing, developing, and evaluating detailed plans, goals, and objectives for long-range implementation of identified issues.** As the command focal point for JROC/FCB issues, this individual analyzes and evaluates substantive program operations, management and organizational effectiveness, efficiency, and productivity. Develops and/or recommends modifications to systems, programs or budgets through the JROC/FCB process to the Chairman Joint Chiefs of Staff (CJCS), Services and Secretary of Defense (SecDef) for resolution. Analyzes current fiscal year budget and the programming of the Future Years Development Program (FYDP) issues being addressed by the JROC and ensures their resolution within established processes. Programs involve such activities as supporting, developing, planning, coordinating, and implementing the JROC process; validating key requirements; and challenging programming resolutions that do not support command identified needs. Prepares documentation and delivers oral presentations such as briefings, training sessions, consultations, and strategy sessions with other staff service functions and activities to secure cooperation, resolve controversial matters, and convey information relative to proposed changes in JROC/FCB programs. Responsible for establishing and coordinating USTRANSCOM position and policy by developing a variety of correspondence and other documentation; i.e., formal letters, position papers, reports, staff studies, staff summary packages, briefings, charts, bullet background papers, etc., and providing executive management support of JROC/FCB issues. Represents the command at various Joint Staff Flag chaired FCB meetings. Provides input and advice to employees within the USTRANSCOM headquarters staff, the transportation component commands, and counterpart officials within other Combatant Commands, the Services, the Joint Staff, JROC/FCB representatives, and other government agencies on a variety of critical planning documents, at conferences, strategy sessions, etc., which affect JROC/FCB issues. Analyzes problems



---

discovered in prior studies or actual operations and advises senior management on the feasibility of different approaches which provide a basis for better planning of operations.

**STANDARDS:**

- A. Accurately identify and assess unresolved requirements that affect the capability and capacity of the DTS and/or the command's ability to effectively and efficiently operate its military and civil sector elements for JROC resolution.
- B. Effectively orchestrate the management of all USTRANSCOM JROC/FCB efforts, not only within the command and assigned components but also within DOD, to ensure development and implementation of programmatic solutions to identified requirements.
- C. Effectively liaison with the Joint Staff, Services, Defense Agencies, and Combatant Commands to assess/address current and future transportation requirements and garner support for doctrine, organization, training, materiel, leadership/education, personnel, and facility (DOTMLPF) enhancements to DTS-related JROC/FCB issues.
- D. Routinely provides insightful and timely programmatic advice to the commander for inclusion in a variety of critical planning documents, conferences, reports, and studies. Routinely prepares and presents comprehensive oral presentations in assigned areas.
- E. Ensures thorough and timely coordination of proposed courses of actions with all offices or activities having an interest in the area of assignment.

**KSA:** 1, 2, 3, 4, 5, 6, 7

---

**DUTY 3:****Critical**

**Serves as authority on JROC/FCB by documenting planning and programming decisions in appropriate formats to meet JROC/FCB programmatic inputs.** Identifies non-standard or emerging requirements, assesses impact on program, and orchestrates development of programmatic recommendations. Appraises joint warfighting capability areas and analyzes critical deficiencies and strengths. Analyzes problems created by the incompatibility of future programs, initiates corrective action and also recommends opportunities to improve joint warfighting capabilities. Coordinates findings to assess acceptable risks and to ensure that joint warfighting requirements priorities are satisfied within established resource constraints, while simultaneously making recommendations to ensure joint interoperability, promoting economies of scale, and reducing parallel and duplicative efforts. Responsible for integrating command interest JROC requirements into annual fiscal programs. Analyzes new or proposed legislation or regulations to determine impact on program operations and management. Develops new or modified administrative program policies, regulations, goals or objectives. Ensures that issues identified within the command's strategic plan are appropriately addressed via the JROC/FCB process. Ensures that applicable command concerns are properly vetted through the FCB/JROC process and addressed through the planning, programming, budgeting, and execution system. Advises the Commander on requirements prioritization; provides programmatic advice for preparation of the Commander's input to the Chairman's Program Recommendations (CPR); provides advice on conformance of Services' Program Objective Memorandums (POMs) to the JROC established priorities in preparation of the Commander's input to the Chairman's Program Assessment (CPA); etc. Establishes guidelines that require considerable adaptation and/or interpretation to resolve JROC/FCB issues and problems. Coordinates with appropriate staff offices to ensure that planning and programming documents cover all major areas of concern.

**STANDARDS:**

- 
- A. Accurately establishes and updates, in accordance with the JROC cycle, inputs to critical documents that address multi-year requirements for programmatic resolution.
  - B. Documentation of planning and program development is consistently accurate, timely, and produces well thought out and developed proposals and conclusions.
  - C. Provides complex support services as they pertain to JROC/FCB assigned programs or projects.
  - D. Effectively coordinates actions with all organizations having input or being affected by proposed plans and programs.

**KSA:** 1, 2, 3, 4, 5, 6, 7

---

---

**DUTY 4:****Critical**

**Serves as the focal point for the development and documentation of materiel needs within DOD's requirements generation process.** The incumbent is responsible for strategic areas relating to the assessment of military for defense acquisition programs. The employee promotes interchange of information on requirements, capabilities, deficiencies, and technology applications in the area of specialization. Within the command, serves as the focal point for the development and coordination of joint capabilities integration and development program. Orchestrates the command's participation in the Department's capabilities generation process. In this capacity, the employee screens all DOD generated requirements documents received via either the Joint Command, Control, Communications, and Computer Interoperability Program Assessment Tool (JCPAT) or the Knowledge Management/Decision Support (KM/DS) systems for applicability, seeks applicable staff review of these documents, and consolidates inputs, resolving differences, prior to submitting command responses. Additionally, the incumbent provides advice/assistance in the preparation of associated documentation for command-sponsored programs within the JCPAT and/or KM/DS systems. Ensures assessment of non-materiel solutions to proposed materiel requirements prior to submission of proposal. Provides command requirements interface with Joint Staff, Services, Defense Agencies, and Combatant Commands.

**STANDARDS:**

- A. Routinely accesses and identifies DOD's requirements generation system for taskings.
- B. Reviews all requirements documents, staffs those of interest with applicable command and/or component staffs, consolidates and submits responses (resolving any differences).
- C. Serves as conduit for submission of command generated requirements documents, providing advice/assistance to the staff in the preparation of these documents ensuring quality assurance in format and content.

**KSA:** 1, 2, 4, 5, 6

---

**RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA):**

- 1. Knowledge of a wide range of qualitative and/or quantitative methods for the assessment and improvement of joint and multi-unified command level plans and programs for conducting major procurement reviews such as assessment of military requirements for defense acquisition programs.

- 
2. Expert knowledge of organizational missions, objectives, procedures and regulatory framework within which DOD, other federal agencies and industry operate.
  3. Knowledge of Joint Strategic Planning System (JSPS) and command program goals and objectives, the sequence and timing of key operational events and milestones, and methods of evaluating the effectiveness of planning actions related to actual events.
  4. Ability to establish and maintain effective working relationships not only with subordinate/parallel staff, but with all levels of key management officials, the latter particularly requiring the exercise of tact, ingenuity and resourcefulness.
  5. Ability to plan, organize, direct and/or coordinate difficult and complex studies, projects and programs and to negotiate effectively with management to accept and implement recommendations, where proposals involve substantial resources, and require extensive changes in established concepts and procedures.
  6. Ability to communicate effectively both orally and in writing; negotiate complex issues; and maintain good working relationships.
  7. Demonstrated broad level of DTS expertise and ability to apply a high level of sound, independent judgment in the solution of problems impacting assigned areas of responsibility.
  8. Provide expert technical advice, guidance and recommendations to management and other technical specialists on the interrelationships of multiple technology disciplines and the application of emerging technologies to command business processes.
- 

**CLASSIFICATION CRITERIA:****Factor 1, Knowledge Required By The Position**

Level 1-8

1550 Points

Mastery knowledge of a wide range of qualitative and quantitative methods for the assessment, improvement of and implementation of critical command plans and programs for participating in or conducting major procurement reviews such as assessment of military requirements for defense acquisition programs.

Mastery knowledge to plan, coordinate, and implement the Joint Warfighting Capabilities Assessment process, challenging and validating key requirements; developing and coordinating the command's Joint Capabilities, Integration and Development generation process, to include production and coordination of associated documentation (e.g., Initial Capabilities/Requirements Documents; Operational Requirement Documents (ORD); Command, Control, Communications, and Computer Interoperability Support Plans (C4ISP); Doctrine, Organization, Training, Materiel, Leadership/Education, Personnel, and Facility (DOTMLPF) packages; etc.).

Ability to advise Commander, U.S. Transportation Command, on requirements prioritization; programmatic advice for preparation of and input to the Chairman's Program Recommendations (CPR); and, conformance of the POMs to the priorities established in strategic plans for input to the Chairman's Program Assessment (CPA).

Knowledge of military command structure, missions, programs, and organizational relationships and program goals and objectives, the sequence and timing of key operational and programming events and milestones, and methods for evaluating the effectiveness of actions as related to actual events.

Knowledge of the various command organizations involved in overall planning and execution of JROC/FCB operations and evaluations.

---

Demonstrated skill of project management principles, methods and practices including plan and schedule development, estimation of resource requirements, milestone definition, and monitoring activities.

Expert knowledge of organizational missions, objectives, procedures, and regulatory framework of transportation management and technology support programs within which DOD, other Federal Agencies, commercial customers, and industry operate.

Highly skilled at analyzing, evaluating, correlating, advising, and acting on complex inter-Service and international transportation management, operational and technological support issues affecting DTS customers.

Ability to plan, manage and lead large difficult projects involving many participants, where technical unknowns prevail and high levels of resources are involved, and to coordinate and review complex technical work.

Familiarity with the principles, policies and regulations of the budget, materiel acquisition, and contracting processes, associated documentation, and their interrelationships in order to plan and direct technology development.

Ability to independently plan, organize, and develop comprehensive studies, or projects, develop solutions to broad, important, and severe command operational and contingency areas, and the ability to negotiate effectively with management to accept and implement recommendations, where the proposals involved substantial resources, and require extensive changes in established concepts and procedures.

Ability to communicate effectively, both orally and in writing, with all levels of personnel from OSD, Services, Federal agencies, Joint Staff, Transportation Component Commands, combatant commands, industry, and others to resolve problems, provide direction, participate in meetings, and/or prepare briefs. Must have a high degree of ingenuity, initiative, resourcefulness, judgment, diplomacy, and tact while acting on complex issues with outside agencies.

**Factor 2, Supervisory Controls**

Level 2-4

450 Points

Performs work for the supervisor who provides administrative direction, in regards to assignments in terms of broad defined missions or functions. The employee, having developed expertise in the assignment, independently plans, designs and carries out all aspects of the program, projects, study, or work, estimating costs and funding, coordinating with others and resolving problems incurred. This frequently involves the definitive interpretation of regulations, and developing new command direction/priorities within the JROC/FCB and technology pursuit program areas. The employee defines program objectives and direction and has the authority to plan, schedule and pursue major initiatives, expand their scope, and assign primary office of responsibility, to enhance program effectiveness. The employee informs the supervisor about the progress, potentially controversial matters, or far-reaching implications. Results of work performed is considered technically authoritative and normally accepted without significant change. Staff and line management officials whose programs would be affected by implementation of the recommendations normally review analysis, evaluations, and recommendations developed by or under the auspice of this position outside the employee's immediate office to ensure fulfillment of program objectives and/or the contribution of proposed technological solutions to the improvement of the DTS.

**Factor 3, Guidelines**

Level 3-5

650 Points

Guidelines include Public Law, rulings of regulatory agencies, DOD instructions, Joint directives and publications, multi-service and service regulations, and command regulations and guidelines. Guidelines are often broadly stated in nonspecifics and provide a general outline of the program goals and objectives, but they do not detail the methods used to perform or complete work assignments. The employee uses judgment and ingenuity in interpreting the intent of guides and revising existing policy/formulating new policy and/or developing work applications for use by others. Frequently the

---

employee is recognized as a technical authority in the development and interpretation of guidelines. Using knowledge and expertise, the incumbent must also review, analyze and ascertain policy shortfalls and propose/effect changes and develop guidelines to affect program change and enhance performance.

**Factor 4, Complexity**

Level 4-6

450 Points

Develops, interprets, implements, and resolves a wide variety of highly complex and controversial administrative, technical and management issues related to exploration/exploitation and infusion of technology enhancements into the transportation and distribution systems as well as the refinement of warfighter capability requirements/command integrated priority requirements through established Department processes. The impact of projects managed/orchestrated by this position directly impact the command's ability to provide required warfighter deployment, employment, and sustainment support. Requires the application of a variety of analytical techniques, extensive knowledge of operations and programs critical involved in the deployment/employment of our nation's military forces. Requires extensive knowledge of the Department's capabilities-based processes, science & technology programs, warfighter requirements, interoperability/integration initiatives, etc. combined with an extensive network of contacts within OSD, the Joint Staff, Services, Defense Agencies, other government agencies, industry, and academia to identify technology enhancements/obtain support for programmatic solutions. Establishes the criteria to measure and/or predict the attainment of JROC/FCB and science and technology goals and objectives. The work involves identifying concerns and developing ways to resolve issues that directly affect the DTS force projection and distribution capabilities taking into account such factors as joint warfare capability, acquisition process, programming of defense resources and joint integration of operational readiness. The nature and scope of most issues are largely undefined for which previous command experience is lacking.

**Factor 5, Scope and Effect**

Level 5-5

325 Points

The purpose of the work is to assess the productivity, effectiveness, and efficiency of JROC/FCB and science and technology programs; isolating and defining unknown conditions; and analyzing and resolving critical problems. Work involves establishing criteria to measure and/or predict the attainment of JROC/FCB goals and objectives and the infusion of technological solutions to address validated DTS deficiencies. The work involves identifying requirements and developing resolutions, which enhance the DTS and directly affect the accomplishment of joint warfighting capabilities taking into consideration such factors as joint warfare capability, science and technology processes, acquisition, programming of defense resources, and joint integration and interoperability concerns. The work contributes to the improvement of productivity, effectiveness, and efficiency of the DTS and affects the plans, goals, and effectiveness of USTRANSCOM's intercommand cooperation in peace and war.

**Factor 6 & 7, Personal Contacts**

Level 6/7-3C

180 Points

Contacts are with employees within the USTRANSCOM Headquarters staff; counterpart officials in the Department of Defense, FCB representatives and FCB general officers at Joint Staff; the staff of other unified commands; transportation component commands (Air Force, Army, and Navy) staff; other command staff offices, government laboratories, other non-DOD government agencies; industry; and contractors in moderately unstructured settings. Contacts are made with officials or organizational representatives several levels above the incumbent when presenting plans, programs briefings, discussions, technology proposals, etc.

The purpose of contacts is to analyze, develop, and evaluate detailed plans, goals, and objectives for long-range implementation of JROC/FCB issues and proposed science and technology solutions. The work involves active participation in conferences, meetings, hearings, or presentations involving problems or issues of considerable consequence or importance. The people contacted typically have diverse viewpoints, goals or objectives requiring the employee to achieve a common understanding of the problem and a satisfactory solution by convincing them, arriving at a compromise, or developing suitable alternatives.

**Factor 8, Physical Demands**

Level 8-1

5 Points

---

The work is primarily sedentary, such as sitting comfortably. There may be some walking, standing, bending, and carrying of light items.

**Factor 9, Work Environment**

Level 9-1

5 Points

The work is performed in a properly heated and ventilated, air conditioned, and well-lighted office setting.

---

**Other significant facts pertaining to this position are:**

1. May travel by military or commercial air to conferences, meetings, or other functions away from the duty site.
2. Broad understanding of the Department's science and technology program as well as its associated organizational structure and processes.
3. JROC/FCB expertise is critical to the successful completion of the work.
4. Broad understanding of the DTS, the deployment and sustainment processes, the role of industry, basic acquisition principles, and financial management regulations is critical to successful completion of the work.

---

**CLASSIFICATION SUMMARY:** CLASSIFICATION STANDARD(S) USED: U.S. OPM Position Classification Standard for Management and Program Analysis Series, GS-343, TS-98, August 1990, (HRCD-6, January 1999); and U.S. OPM Administrative Analysis Grade Evaluation Guide, TS-98, August 1990, (HRCD-6, January 1999).

GS-14 Point Range: 3605 - 4050

Total Points: 3615

Grade: GS-14

**CLASSIFICATION REMARKS:** The Management and Program Analysis Series, GS-343, does not contain grading criteria. The standard states that nonsupervisory positions at grade GS-09 and above be evaluated by reference to the Administrative Analysis Grade Evaluation Guide. The Administrative Analysis Grade Evaluation Guide covers administrative work which does not require specialized subject matter knowledge and skills, but does require a high degree of qualitative and/or quantitative analytical skills, the ability to research problems/issues, written and oral communication skills, and the application of mature judgment in problem solving. Work described falls within this definition; therefore, the position was evaluated in accordance with the factors and work illustrations in the Guide.



# AIR FORCE STANDARD CORE PERSONNEL DOCUMENT (SCPD)

ORGANIZATION: USTRANSCOM, TCJ5-SR <sup>sc pte</sup> CPD NUMBER: 9S41844  
 SUPV LEVEL CODE: 5 ~~COMP LEVEL CODE: K78S~~  
 TARGET GRADE: ~~13~~ YA-02 FLSA: Exempt  
 JOB SHARE: No CAREER PROG ID: NA  
 SENSITIVITY: Critical-Sensitive BUS: 8888  
 EMERGENCY ESS: No DRUG TEST: No  
 KEY POSITION: No POSITION HIST: New

CLASSIFICATION: Program Analyst, GS-0343-13 YA-343-02  
 DUTY TITLE: Csw 10-9-04

ORG & FUNC CODE: PPY - Plans and Programs  
 1ST SKILL CODE: 40% ARLCMW - Program Analyst - Contingency/Mobility/War Planning  
 2ND SKILL CODE: 40% ARLPLN - Program Analyst - Planning  
 3RD SKILL CODE: 20% ARLPRG - Program Analyst - Programming

## CLASSIFICATION CERTIFICATION:

Linda Mullett  
 CLASSIFIER'S SIGNATURE

9 MAR 00  
 DATE

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

Ray J. Jernsten, CAPT, USN  
 SUPERVISOR'S SIGNATURE

6 MARCH 00  
 DATE

## PERFORMANCE PLAN CERTIFICATION:

Rater/Supv.				
Date				
Reviewer				
Date				
Employee*				
Date				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

BUS CODE: Position is exempt from the bargaining unit (AW 5000, Chapter 74)  
 MANAGEMENT OFFICIAL



---

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

The primary purpose of this position is: To provide executive management of deterrence and counterproliferation policies impacting the defense Transportation System (DTS) for operations in a nuclear weapons and/or chemical weapons/biological weapons (CW/BW) environments, Emergency Planning and Community Right-To-Know Act, Title III of the Superfund Amendments and Reauthorization Act, the Federal Facilities Compliance Act and toxic chemical munitions programs to include: acquisition, movement and employment of specialized CW/BW weapons, decontamination equipment, nuclear biological and chemical warfare defense equipment, and air base and seaport operability equipment and systems.

The organizational location of this position is: US Transportation Command, Directorate of Plans and Policy, Strategy & Policy Division, ~~Command Relationship and Doctrine Team~~, Scott AFB, IL.

BT  
6-16-00

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

The organizational goals or objectives of this position are: To establish policy and procedures, explore and exploit technological innovations, to promote scientific examination of factors effecting optimization of the DTS and its ability to provide timely, efficient, and effective operations/warfighter support in a chemical weapons/biological weapons or nuclear weapons environment.

---

**DUTY 1:**

**Critical**

Integrates USTRANSCOM and Department of Defense (DOD) efforts to enhance DTS operations in a CW/BW and nuclear environment by exploring and instituting changes to information technologies (detection/monitoring), infrastructure capabilities, operation of lift assets, and decontamination procedures in national laboratories and federally funded research and development centers to refine and improve power projection concepts, strategies, and procedures. Orchestrates USTRANSCOM and Component Command working group to address counter-proliferation/weapons of mass destruction (CP/WMD). Directs the review, refinement, and formalization of a CP/WMD training, awareness, and protection program with the civilian transportation industry to enhance their capability to conduct operations in this challenging environment. Identifies, articulates, and garners support for the impacts of CP/WMD on DTS warfighter support and its associated impact on operational plans in order to enhance our ability to support our national military strategy. Develops CP/WMD doctrine and obtains concurrence/support for doctrinal changes. Researches and analyzes policy, public laws, rules and other regulatory documents for purposes of establishing new DOD policy and procedures. Modifies DoD regulatory guidance to support improvements in processes or procedures. Establishes for DOD, the process/timeline for refinement of the DOD interim cleanliness standard into a national standard that is internationally accepted. Works with counterparts from CINC staffs, Joint Staff, Services, USTRANSCOM TCCs, and other DOD, government/non-government agencies and industry regarding CP/WMD associated issues. Uses in-depth knowledge of multi-Service, DOD, and agency CP/WMD program goals and objectives as well as the sequence and timing of their key milestones and warfighter operational plans in addition to their relationship with other programs and support functions in order to plan, organize, and direct study efforts and negotiate agreement with vested parties to enhance DTS performance. Renders authoritative decisions on technical and policy matters. Serves as the command's interface to oversee evolving CP/WMD solutions, associated technological developments and trends, and prepares appropriate command-level positions and responses to industry, Congress, Joint Staff, other combatant commands, Service headquarters, and other Federal agency inquiries.

**STANDARDS:**

- A. Routinely researches and analyzes CP/WMD policy, laws, rules and other regulatory documents for purpose of establishing new policies and procedures. Accurately evaluates new legislation and guidance and develops process improvements as required.
- B. Effectively leads and facilitates CP/WMD working group meetings.

C. Accurately analyzes and identifies DTS CW/BW issues, develops appropriate and affordable proposed solutions, assigns appropriate USTRANSCOM directorate and/or transportation component command as office of primary responsibility for timely problem resolution, and negotiates and obtains concurrence from outside interests for selected courses of action.

D. Garner support from within DOD for studies, doctrinal changes, and technology enhancements to address identified CP/WMD issues impacting DTS optimization.

E. Ensures thorough and timely coordination of proposed resolutions to strategic lift CW/BW issues to optimize DTS customer support.

**KSA: 1, 2, 3,4,5, 6, 7, 8**

---

**DUTY 2:****Critical**

Serves as an authority on CP/WMD issues impacting the DTS with the responsibility for monitoring, analyzing and developing proactive DOD and national defense options to ensure DOD's strategic lift capabilities based on trends within the military, civil sector, industrial base, and anticipated adversarial employment of weapons of mass destruction. Responsible for establishing and coordinating USTRANSCOM position and policy and providing executive management of the command air base and seaport CW/BW operability programs to enhance the worldwide force projection capability of the DTS. Advises senior leadership of major CP/WMD policy changes affecting strategic mobility. Negotiates significant or controversial issues to achieve a common understanding and satisfactory resolution. Defines immediate, mid-range and long-term (1, 5, and 20 year) program objectives. Develops initiatives to: ensure reduction of enemy effectiveness through detection, early warning, and active monitoring; reduction of damage through passive and active measures by developing policies and procedures for recovery of contaminated aircraft and sealift, working with components and combatant command counterparts to develop flexible contamination avoidance strategies, establishing effective individual protection training programs within the civilian element of the DTS, and assisting theater CINC counterparts in the identification of port mission-essential host nation support requirements; and provides essential services and resources for effective wartime operations. Coordinates with TCCs, CINCs and Services to ensure proper definition of balanced priorities for implementation of program requirements at Air Mobility Command, Military Traffic Management Command and Military Sealift Command operating locations worldwide. Serves as an authority and consultant to other transportation-related organizations regarding DTS operations in a CP/WMD environment.

**STANDARDS:**

A. Effectively oversees/directs the timely development/resolution of initiatives that address the protection of DTS elements and all essential support (e.g., host nation support stevedores vital to seaport operations) as well as recovery procedures of contaminated transportation assets/equipment and their restoration to normal operations.

B. Ensures operational program objectives for one, five, and twenty year goals are clearly defined, affordable and obtainable.

C. Professionally coordinates with USTRANSCOM/TCC staffs, other CINC staffs, Joint Staff, Services, and other Agencies to establish, in a timely manner, policies for global operations in CW/BW environments to ensure that the DTS is fully capable of supporting all warfighting CINCs in the execution of the National Military Strategy and their regional engagement plans.

**KSA: 1, 2, 3, 4, 5, 6, 7, 8**

---

**DUTY 3:****Critical**

Directs programs to analyze the impacts on the DTS' ability to strategic deploy Service units in a CP/WMD environment and provides executive management of command chemical/biological warfare defense programs. Identifies extremely difficult issues or problems to be studied, plans, organizes, and determines the scope and breadth of study, then garners sponsorship and funding support. Utilizes data from various sources to derive long-range requirements in support of air and sea mobility missions in a chemical/biological warfare environment. Coordinates operational exercises, tests and evaluations, and the acquisition strategy for chemical/biological defense equipment and systems with TCCs, CINCs and Services. Represents the command at multiple action officer through senior executive-level meetings to: establish chemical/biological defense priorities for meeting Defense Guidance mid-term objectives; determine the allocation of funds for the acquisition of chemical/biological defense equipment; and develop long-range research and development strategies for mitigating the emerging chemical/biological warfare threat. Develops, coordinates, and defends annual and multi-year budget requirements, in support of the command chemical/biological warfare defense program and to annual USTRANSCOM wide program reviews. Evaluates defense, commercial, and academic reports and papers on CP/WMD issues for their impact on USTRANSCOM's mission. Evaluates and recommends policies for integrating commercial and coalition transportation and infrastructure assets into enhancing DTS force projection capabilities. Participates as a member of various national and international groups with interests in matters of chemical/biological warfare (e.g. US delegation to the North Atlantic Treaty Organization Nuclear, Biological and Chemical Operations Inter-Service Working Party in Brussels, Belgium, the CINC/Service Joint Contact Point and Test Project (DO49) in Washington, DC, and the Counterproliferation Mission Support Senior Oversight Group in Washington, DC).

**STANDARDS:**

- A. Normally participates in and/or monitors USTRANSCOM involvement in Combatant Command CW/BW operational exercises and tests. Ensures timely submission, in accordance with exercise directive, of CW/BW lessons learned.
- B. Solicits, coordinates, and ensures timely submission of USTRANSCOM's annual input to DOD's DO49 chem/bio testing program. Serves as USTRANSCOM's representative during annual DO49 meeting. Effectively supports DO49 representatives in the prioritization of fiscal year projects, identification of project sponsors and funding support.
- C. Evaluates lessons learned from CW/BW exercises and provides recommendations regarding USTRANSCOM CW/BW operational policy within a timely manner.
- D. Accurately establishes and updates, in accordance with the budget cycle, a multi-year counterproliferation budget requirement supported by thorough documentation.

**KSA: 1, 4, 5, 6, 7, 8**

---

**DUTY 4:****Critical**

Serve as the primary command action officer/POC for all CW/BW coordination actions from Joint Staff/Services/other CINCs. Coordinates all CW/BW actions within USTRANSCOM staff. Serves as CINCTrans voting member on various CW/BW Conferences. Sets priorities and prepares schedules for completion of work. Reviews command correspondence and insures appropriate, timely action for all CP/WMD related actions. Command expert on CP/WMD issues. Keeps CINCTrans informed on all CP/WMD issues (not only those within USTRANSCOM & its component commands but also those being pursued by other elements of the DOD, Federal Agencies, coalition partners, and the scientific/academic community). Performs analysis and conducts/orchestrates command-level briefings on CW/BW issues/concerns. Identifies critical issues and assists the joint community in the development of CW/BW DTS concerns for assessment by the Joint Warfighting Capabilities Assessment

Deterrence/Counterproliferation team. Coordinates USTRANSCOM and TCC support actions for Joint Staff and Combatant Commander exercises and conferences in reference to CW/BW issues.

**STANDARDS:**

- A. Ensures responses to all external inquiries and taskings are complete and accomplished in a timely manner.
- B. Crafts, coordinates, and submits within prescribed timelines point papers/executive summaries, develop (and present when appropriate) formal briefings, and compose white papers/articles for conferences, meetings, etc. which are concise, accurate and target audience specific.
- C. Provides insightful and timely summaries/input into CINC Congressional testimony, CINC Quarterly Report to SecDef, and various strategic/national documents (National Military Strategy, SecDef's Annual Report to Congress, National Security Strategy, Defense Planning Guidance, etc.).
- D. Ensures USTRANSCOM funding of DTS CW/BW concerns is incorporated into the Chairman's Program Recommendation (CPR) and the Chairman's Program Assessment (CPA) semi-annual documents through direct interaction with Joint Staff; preparing, in a timely fashion, an update of funding concerns for CINCTRANS discussion, with four star counterparts, during semi-annual Joint Requirements Oversight Council (JROC) Conferences; and crafting of CINCTRANS rebuttal to CJS of proposed CPR/CPA language concerns.

**KSA: 1, 3, 4, 5, 6, 7**

---

**DUTY 5:**

**Critical**

Manages unit type codes used to deploy specialized nuclear, biological, and chemical (NBC) personnel and special mission resources in support of theater war plans and worldwide contingency plans. Conducts conferences to resolve support issues, develops long-range plans, and revises unit type codes based on lessons learned from contingencies, exercise, and test data. Develops, coordinates, obtains approval, and implements policy and guidance for command participation in CW/BW recovery operations. Oversees development of subordinate publications for unit plans in response to, mitigation of, and recovery from CW/BW contamination. Develops, coordinates, obtains approval and implements policy and guidance for the individual protective equipment (IPE) and collective personnel systems (CPS) programs in support of wartime nuclear, biological and chemical defense operations as well as plans for the utilization of IPE and CPS. Participates as subject matter expert in research and development to enhance support equipment and systems for personnel protection, establishes minimum equipment requirements, and coordinates to ensure adequate levels of compatible specialized equipment is programmed for NBC defense of USTRANSCOM personnel.

**STANDARDS:**

- A. Ensures Unit Type Codes are developed to accurately define specialized NBC resources needed to meet theater war and contingency plans.
- B. Provides accurate and timely technical information and direction to TCCs for establishing policy and plans for response mitigation of and recovery from CW/BW contamination.

**KSA: 1, 2, 3, 4, 5, 6, 7**

---

**RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA)**

- 1. Expert knowledge of counter-proliferation/weapons involving mass destruction and force structure issues.

2. Expert knowledge of organizational missions, objectives, procedures and regulatory framework of CP/WMD programs within which DOD, other federal agencies and industry operate.
  3. Ability to design and conduct comprehensive CP/WMD studies addressing asymmetrical warfare/operational concerns.
  4. Knowledge of program management functions including planning, programming, budgeting, procurement, and resource management.
  5. Ability to communicate complex issues clearly and effectively, both orally and in writing.
  6. Ability to gather pertinent facts and use effective, analytical and evaluative methods to accurately assess information and make sound decisions.
  7. Ability to plan, organize, and lead others in studies or projects; to originate new ideas, projects, and methodologies; and to negotiate effectively with principles to accept and implement recommendations.
  8. Knowledge of Service force projection goals and the sequence and timing of key operational milestones to evaluate and enhance the effectiveness of deployment, sustainment, and redeployment actions in a CP/WMD environment.
- 

**Factor 1, Knowledge Required By The Position**

**Level 1-8 1550 Points**

Mastery knowledge of counter-proliferation/weapons of mass destruction policies, concepts, principles, technologies, and methodologies applicable to air, land, and sea strategic transportation and reception, staging, onward movement and integration processes and the interaction of the various modes of transportation and their relationship to operational scheme of maneuver, force structure and sustainment issues with general knowledge of operations research, physical sciences, engineering, international law, and foreign affairs affecting CW/BW.

Ability to resolve very broad, complex, or sensitive CP/WMD issues impacting DTS operational current or future performance involving diverse organizations, multiple approval authorities, and a variety of policies, regulations, and controls. Ability to lead a diverse group of technical and scientific experts from industry and government to obtain mutual objectives.

Expert knowledge of organizational missions, program management functions (including planning, programming, budgeting, procurement, and resource management), and regulatory framework of transportation programs within the DOD, other federal agencies, commercial customers, and industry sector to develop and execute comprehensive and complex programs to optimize the DTS' ability to operate in a CP/WMD environment.

Ability to communicate effectively in writing/orally with all levels of personnel from OSD, Services, Federal Agencies, Joint Staff, Transportation Component Commands, and the commercial sector to resolve problems, provide direction, and/or prepare briefs.

Ability to independently plan, design, chart, and direct programs, projects and other work to address DTS CW/BW concerns. Is considered the command's subject matter expert on all matters pertaining to nuclear, biological and chemical protective and defensive measures, and CW/BW decontamination hazard mitigation.

**Factor 2, Supervisory Controls**

**Level 2-4 450 Points**

Works under the general objectives assigned by the supervisor. The employee, having developed expertise in the assignment, independently plans and carries out all aspects of the work, coordinating with others and resolving most of the problems that occur. Member is responsible for developing command

direction/priorities within the chem/bio area and has the authority to plan, schedule, and pursue major initiatives, expand their scope, and assign primary office of responsibility, to ensure pursuit of program resolution and enhance organizational effectiveness. The employee informs the supervisor about the progress, potentially controversial matters, or far reaching implications. Analyses, evaluations, and recommendations developed by or under the auspice of this position are normally reviewed by management for policy consistency and potential influence on other elements of the DTS or DOD.

**Factor 3, Guidelines**

**Level 3-4 450 Points**

Guidelines include Public Law, rulings of regulatory agencies, DOD instructions and Joint directives and publications, multi-service and service regulations, and command regulations and guidelines. Guidelines provide a general outline of the program goals and objectives, but they do not detail the methods used to perform or complete work assignments. The employee uses judgment and initiative in interpreting and revising existing policy/formulating new policy for use by others both within DOD and the civilian transportation industry. Using knowledge of and expert experience in counterproliferation/weapons of mass destruction and force structure issues, the incumbent must also review, analyze, and ascertain policy shortfalls and propose/effect changes within the doctrine community and develop regulations to affect program change and enhance DTS performance.

**Factor 4, Complexity**

**Level 4-5 325 Points**

The work involves substantial analysis of CP/WMD policies, procedures, and operations. The incumbent must consider numerous interrelationships and variables to develop new approaches to improve the effectiveness and efficiency of deterrence and counterproliferation impacting the DTS operations in a nuclear weapons and/or chemical/biological weapons environment. The employee frequently serves as a project leader to accomplish particularly complex, sensitive, or long term studies concerning CP/WMD issues. The large number of different organizations and diverse procedures established by each service complicates decisions concerning what needs to be done. Other decisions are complicated by the difficulty in determining the scope of the problem in these activities because of such factors as multiple authorities, policies, and governing regulations; the impact of costs on program resources; and wide dispersion and diversity of organizations and activities. The work involves developing innovative solutions and implementing instructions for new methodology, policies, or procedures.

**Factor 5, Scope and Effect**

**Level 5-4 225 Points**

The purpose of the work is to assess the efficiency and productivity of the Defense Transportation System, especially in transition from peace to contingency operations. Incumbent provides written reports and recommendations based on information obtained from conducting working group fact-gathering studies and independent research. The work contributes to the improvement of the DTS operating effectively and efficiently in a nuclear/chem/bio contaminated environment. The work affects the CP/WMD contingency plans of the entire Defense Transportation System.

**Factor 6 & 7, Personal Contacts and Purpose of Contacts**

**Level 6/7-3C 180 Points**

Personal contacts are with employees within the USTRANSCOM Headquarters staff, the Joint Staff, Transportation Component Commands (Air Force, Army, and Navy) staff, the staff of other Unified Commands, other government agencies (e.g., the Defense Threat Reduction Agency, Federal Bureau of Investigation, and Federal Emergency Management Agency), and industry. Contacts vary according to the nature of the problem involved, require personal coordination not only with the designated agency/command representative but also may require direct involvement with senior executives, and require the employee to ensure that the officials contacted have the authority and responsibility to resolve problems.

Purpose of contacts is to resolve operational conflicts resulting from operations in chemical weapon/biological weapon environment, to establish policy on the conditions of operation of the Defense Transportation System, to develop a plan of action to correct noted deficiencies, and to negotiate or settle

controversial issues that require escalation because established channels and procedures have failed to resolve the issue or comply with previous agreed to plan of action. Persons contacted typically have diverse viewpoints, goals, or objectives. The employee is required to achieve a common understanding on the problem and a satisfactory solution by convincing the involved parties to arrive at a compromise or develop suitable alternatives. Exercises skill and judgment in overcoming resistance to recommendations due to organizational conflicts, competing objectives, and/or resource concerns.

**Factor 8, Physical Demands**

**Level 8-1 5 Points**

The work requires no special physical demands. It may involve some walking, standing, bending or carrying of light items such as files, computer reports or office supplies. No special physical qualifications are required.

**Factor 9, Work Environment**

**Level 9-1 5 Points**

The work is performed in an office setting.

---

**Other significant facts pertaining to this position are:** Work occasionally requires travel away from the normal duty station. Must be able to obtain and maintain a Top Secret clearance.

---

**CLASSIFICATION SUMMARY:**

CLASSIFICATION STANDARD(S) USED: OPM PCS Management and Program Analysis Series, GS-343, TS-98, August 1990 (HRCD-6, January 1999) and OPM FES Administrative Analysis Grade-Evaluation Guide, TS-98, dated August 1990 (HRCD-7, July 1999).

**CLASSIFICATION REMARKS:**

**Point range for GS-13 – 3155-3600**

**Total Points for this Position - 3190**





# POSITION DESCRIPTION *(Please Read Instructions on the Back)*

1. Agency Position No.  
DFES2557

2. Reason for Submission <input checked="" type="checkbox"/> Redescription <input type="checkbox"/> Reestablishment	3. Service New <input type="checkbox"/> Hdqtrs. <input checked="" type="checkbox"/> Field <input type="checkbox"/> Other	4. Employing Office Location Scott AFB IL	5. Duty Station Scott AFB IL	6. OPM Certification No.
--	---	--	---------------------------------	--------------------------

Explanation *(Show any Positions replaced)*

Replaces DFES1557 dated  
29 Apr 2002

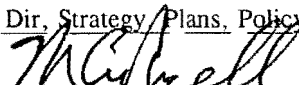
7. Fair Labor Standards Act <input checked="" type="checkbox"/> Exempt <input type="checkbox"/> Nonexempt	8. Financial Statements Required <input checked="" type="checkbox"/> Executive Personnel Financial Disclosure <input type="checkbox"/> Employment and Financial Interests	9. Subject to Action Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
10. Position Status <input type="checkbox"/> Competitive <input type="checkbox"/> Excepted <i>(Specify in Remarks)</i> <input type="checkbox"/> SES (Gen.) <input checked="" type="checkbox"/> SES (CR)	11. Position Is: <input type="checkbox"/> Supervisory <input checked="" type="checkbox"/> Managerial <input type="checkbox"/> Neither	12. Sensitivity <input type="checkbox"/> 1-Non-Sensitive <input checked="" type="checkbox"/> 3-Critical Sensitive <input type="checkbox"/> 2-Noncritical Sensitive <input type="checkbox"/> 4-Special Sensitive
13. Competitive Level Code		
14. Agency Use		


15. Classified/Graded by	Official Title of Position	Pay Plan	Occupational Code	Grade	Initials	Date
a. U.S. Office of Personnel Management						
b. Department, Agency or Establishment	Deputy Director, Strategy and Policy	ES	0301	00	602	
c. Second Level Review						
d. First Level Review	Deputy for Strategy and Policy	ES	0301	00		
e. Recommended by Supervisor or Initiating Office						

16. Organizational Title of Position <i>(if different from official title)</i> USTRANSCOM/J5-D	17. Name of Employee <i>(if vacant, specify)</i>
---	--

18. Department, Agency, or Establishment Department of Defense	c. Third Subdivision
a. First Subdivision United States Transportation Command	d. Fourth Subdivision
b. Second Subdivision Strategy, Plans, Policy and Programs Directorate	e. Fifth Subdivision
19. Employee Review-This is an accurate description of the major duties and responsibilities of my position.	Signature of Employee <i>(optional)</i>

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

a. Typed Name and Title of Immediate Supervisor MARC L. PURCELL, RDML, USN Dir, Strategy Plans, Policy and Programs	b. Typed Name and Title of Higher-Level Supervisor or Manager <i>(optional)</i>
Signature  Date 20 Aug '04	Signature _____ Date _____

21. Classification/Job Grading Certification. I certify that this position has been classified/graded as required by Title 5, U.S. Code, in conformance with standards published by the U.S. Office of Personnel Management or, if no published standards apply directly, consistently with the most applicable published standards.	22. Position Classification Standards Used in Classifying/Grading Position
Typed Name and Title of Official Taking Action RICHARD S. HASSAN, Brig Gen, USAF Director, AF Senior Leader Mgmt Office	Information for Employees. The standards, and information on their application, are available in the personnel office. The classification of the position may be reviewed and corrected by the agency or the U.S. Office of Personnel Management. Information on classification/job grading appeals, and complaints on exemption from FLSA, is available from the personnel office or the U.S. Office of Personnel Management.
Signature  Date Nov 5, 2004	

23. Position Review	Initials	Date	Initials	Date	Initials	Date	Initials	Date	Initials	Date
a. Employee <i>(optional)</i>										
b. Supervisor										
c. Classifier										

24. Remarks  
Precedence Priority Code, DV-6  
Servicing CPF: 375 MSS/DPC, 201 East Winters Street, Scott AFB IL 62225-5037  
Office Symbol: TCJ5-D

25. Description of Major Duties and Responsibilities *(See Attached)*

Previous Edition Usable

## GENERAL INFORMATION

### I. INTRODUCTION:

1. The position is located in the Strategy, Plans, Policy, and Programs Directorate (TCJ5), United States Transportation Command (USTRANSCOM), Scott AFB, Illinois. This directorate provides Commander, USTRANSCOM, the capability to exercise combatant command of assigned forces worldwide and to provide air, land, and sea transportation for the Department of Defense (DOD) and other federal agencies, both in peace and in a war. The incumbent, as the Deputy Director for Strategy and Policy (TCJ5-D), assists the Director for Strategy, Plans, Policy, and Programs (TCJ5) by providing leadership, guidance, and direction to the directorate and command. The Deputy Director for Strategy and Policy also acts as the principal advisor and assistant to facilitate continuous improvement and innovation in the transportation logistics and business area related to business strategy for the procurement of commercial transportation services, planning, development, and analysis. Provides guidance and support, to include an integrated approach to the areas of command business strategy, customer support, program analysis, benchmarking, product development, and environmental assessment. Facilitates and expedites continuous improvement and innovation in the distribution business processes, to include, but not limited to, identification, evaluation, and assistance with implementation of new or improved business initiatives. Focus includes marketing strategies, customer relations, and integrated supply and transportation processes. Develops and implements a comprehensive customer service program, to include marketing plans for new lift capabilities; takes the lead to work directly with the military Services and defense agencies to develop and implement improved materiel distribution processes in support of DOD customers worldwide. Provides oversight; executive review and policy guidance of transportation and traffic management procedures and directives for which USTRANSCOM is the DOD proponent. Represents TCJ5 as the functional consultant on procurement matters. The work requires providing advice on extremely difficult and complex issues affecting defense transportation/distribution business processes within USTRANSCOM, its component commands, General Services Administration (GSA), and the service delivery to customers worldwide. Directs the USTRANSCOM Security Cooperation Program to broaden access rights, increase basing options, influence the strategic direction of key international partners, and strengthen alliances for the future. Command focal point and coordinating review authority for development of joint doctrine and joint tactics, techniques, and procedures enhancing the nation's strategic transportation system and capabilities. Ensures USTRANSCOM and the Defense Transportation System (DTS) interests are clearly reflected in DOD and Joint Staff strategic policy and planning publications. Command focal point for Chemical, Biological, Radiological, and Nuclear (CBRN) doctrine and policy. Leads the development of command-to-command agreements. Responsible to USTRANSCOM for developing and implementing USTRANSCOM's strategic initiatives, strategic distribution, and legislative liaison activities. The command focal point for all organizational and distribution transformation. Develops key strategies for improving DOD distribution. Identifies, tracks, and coordinates improvements in air/surface movement and stockage. Analyzes the future environment to develop command vision, goals, and objectives. Writes and publishes the command strategic plan and oversees the strategic planning process. Prepares Commander, USTRANSCOM, for all congressional hearings and meetings. Key player in the development and articulation of USTRANSCOM positions to congress, OSD, JCS, and

other combatant commands. Coordinates command legislative agenda with OSD, JCS, and Service legislative offices. Tracks congressional budget actions and coordinates appeals impacting the DTS. Provides Commander with recommendations to improve the DTS to support national security policy. Oversees relationship between USTRANSCOM and congress.

2. The purpose of this position is to provide a key civilian within the Directorate of Strategy, Plans, Policy, and Programs to assist in managing the directorate's strategy and policy functions, as well as providing executive level coordination with the component commands (Air Mobility Command, Military Surface Deployment and Distribution Command, and Military Sealift Command) to resolve logistical-related issues. Develops strategies and plans that build and maintain successful partnerships with customers and industry in the execution of transportation and contract-related services. Ensures business aspects are fully and properly considered in USTRANSCOM's stewardship of the DTS and Transportation Working Capital Fund (TWCF). This position provides corporate level continuity on worldwide logistics and business operations to the TCJ5, Deputy Commander, and Commander.

## **II. DUTIES AND RESPONSIBILITIES:**

1. Principal assistant and advisor to the director for DOD transportation logistics, distribution, and business related matters. Provides guidance to director and divisions and identifies areas for process improvement to reduce DOD costs and improve customer service. Provides detailed financial information to the TCJ5, Deputy Commander, and Commander to make informed decisions on the command's business strategies and current operations. Works to increase pricing (rates) accuracy by identifying total costs consumed by business process activities and analyzes existing programs and initiatives from a business perspective to assist leadership in decision-making. Works to improve customer satisfaction with better service at the best possible cost—without sacrificing readiness.

2. Provides oversight; executive reviews and policy guidance of pertinent traffic management policies, procedures, and directives. Manages the development, maintenance, and modification of the Defense Transportation Regulations (DTR). Responsible for providing direction and oversight for the development of transportation-related programs, policies, and doctrine that promote coordinated transportation operations among component commands and external agencies. Responsible for development of strategic distribution processes utilizing supply chain practices to improve the timeliness and reliability of material delivered to DOD customers. Responsible for the command policy relating to the Personal Property Shipment and Storage Program, Vehicle Processing Center Program, Passenger Movement Programs (including the GSA City Pair Program), Freight Movement Programs (including the GSA Domestic Small Package and Freight Program), and publication of the DTR. Serves as the command's senior functional expert on policy decisions related to use of in-transit visibility (ITV) technologies. Responsible for policy oversight of DOD Customs and Border Clearance Program. Responsible for logistics readiness support to the USTRANSCOM Crisis Action Team and industry development of CONOPS to ensure sustainment delivery to the warfighting commanders. Provides direction and oversight for matters dealing with the transportation of hazardous and controlled material. In conjunction with TCJ6, reviews, analyzes, and integrates the DOD Transportation Data Administrative Program. In conjunction with TCJ6, reviews, analyzes, and

integrates all DOD major transportation automated systems to ensure they meet the peacetime/wartime transportation requirement.

3. Responsible for the development of joint doctrine and joint tactics, techniques, and procedures that enhance the nation's strategic transportation system and capabilities that ensure the command and DTS interests are clearly reflected in DOD and Joint Staff strategic policy and planning publications. Also serves as command focal point for Chemical, Biological, Radiological, and Nuclear (CBRN) doctrine, policy, testing, and studies. Develops command-to-command agreements with other combatant commanders, and coordinates Memorandums of Agreement (MOA) and Memorandums of Understanding (MOU). Manages the USTRANSCOM Security Cooperation Program to broaden access rights, increase basing options, influence the strategic direction of key international partners, and strengthen alliances for the future. Also serves as the command focal point for key Joint Strategic Planning System documents: Quadrennial Defense Review, Unified Command Plan, Forces For Unified Commands, National Security Strategy, National Military Strategy, Joint Vision, and the Strategic Planning Guidance. Advises the Commander on mobility roles, missions, and command relations.

4. Advises TCJ5 on complex DTS procurement actions and problems for procuring commercial transportation services. Develops command strategies on alternatives as required to meet operational requirements. As necessary, reviews transportation component command contracting proposals, pricing arrangements, funding problems, and other similar matters. Offers specific suggestions for changes and improvements.

5. Analyzes existing programs and initiatives from a business and end-to-end distribution perspective to assist leadership in decision-making. Identifies and evaluates new and improved business process initiatives to assess impact on the DTS. Takes action to eliminate potential problems that jeopardize the command's ability to provide responsive transportation to the customers. Coordinates at the flag and executive level with transportation component commands, supported combatant commanders, other DOD agencies, and affected civilian agencies on a wide range of transportation issues. Provides recommendations to the TCJ5, Deputy Commander, and Commander as needed to resolve problems.

6. Turns ideas into business plans for corporate decision-making; optimizes common business practices. Responsible for the repository of business metrics. Formulates business standards/objectives needed to integrate USTRANSCOM within the Transportation Component Commands. Measures and reports the performance of command standards and objectives. Develops a means to identify performance standards to customers and maintain predictable service objectives.

7. Supports command budget preparation.

8. Responsible for the integration and continuity of effort among the two deputy directors and their subordinate divisions. Manages and ensures operations, logistics, and business processes are a coordinated effort to meet directorate and command goals. Completely familiar with directorate taskings and ongoing operations and is responsive to the TCJ5, Deputy Commander,

and Commander. In the absence of the director, is responsible for directing the operations of the TCJ5 directorate.

9. Work Force Directed: Directly supervises 2 of the directorate's 4 division chiefs (O-6 level) and, indirectly, over 70 military and civilian employees. Performs typical managerial and supervisory functions, such as appraisals, personnel selection, grievance resolution, and funds oversight.

### III. CONTROLS OVER WORK:

1. The Deputy Director for Strategies and Policy (TCJ5-D) reports directly to the Director, Strategy, Plans, Policy, and Programs Directorate (TCJ5). The incumbent functions under the broad guidance and policy direction of the Director, Strategy, Plans, Policy, and Programs. Based on this guidance, the deputy director issues direction and oversees the work effort of the division chiefs and subordinate branches. The incumbent is the focal point and recognized authority concerning strategic transportation and business operations. Responsible for maintaining status and recommends changes to the worldwide intermodal structure, as necessary.

2. The incumbent is authorized to speak on behalf of and commit USTRANSCOM to actions within his/her area of responsibility based on current policy and procedures. Such decisions are considered final, authoritative, and directive.

### IV. OTHER SIGNIFICANT FACTS:

1. The incumbent must have strong knowledge of DTS, DOD supply chain processes, general business practice, acquisition practice, and broad knowledge of the Global Command and Control System (GCCS), as well as Global Transportation Network (GTN). Working knowledge of the National Security structure with emphasis on the JCS and unified and specified commands' role and communication lines is also necessary. USTRANSCOM exists to provide logistics support to the Services at the direction of the Joint Staff. In-depth understanding of how joint activities and commands operate, and the degree to which coordination is required, is mandatory. Experience in working and negotiating with the civilian transportation industry is also extremely important. Understanding of how the civilian transportation industry operates and an appreciation for the high degree of coordination required is essential. Also, the understanding of the capabilities and limitations of the reserve/guard components is important since USTRANSCOM is dependent upon the reserve/guard components for 50 percent of its organic transportation capability.

2. Must possess knowledge of government policies, directives, and other regulatory memorandums concerning program management, utilization, acquisition, modeling, and standardization of DTS processes. Must be able to exercise substantial knowledge of federal ADP, DOD, commercial carriers, GSA, and other DTS component regulations and policies. Comprehensive knowledge of Federal Acquisition Regulations (FARs) and laws concerning the acquisition, administration, and management of contracts.

3. This position is critical-sensitive and requires a Top Secret (SCI) security clearance.

4. The Deputy Director for Strategies and Policy (TCJ5-D) will be required to travel on both scheduled and nonscheduled aircraft, as well as other modes of travel under conditions specified in the DOD Joint Travel Regulations. The incumbent is expected to travel on short notice to attend high-level meetings with USTRANSCOM components, other CINCs, the Services, JCS, DOD, and other agencies or organizations to obtain quick resolution to problems or to gather supporting information to assist in the decision process.

5. The incumbent must implement, promote, and effectively support equal opportunity for all personnel. The incumbent must follow the provisions of labor agreements and applicable directives pertaining to personnel management.

6. The Deputy Director for Strategies and Policy (TCJ5-D) is required to file a statement of financial interest (DD Form 1555).

AMENDMENT TO  
SUBSTANTIATING ANALYSIS

DEPUTY FOR STRATEGY AND POLICY  
ES-0301  
UNITED STATES TRANSPORTATION COMMAND

**1. BACKGROUND INFORMATION (Amended):**

The subject position is located in the Strategy, Plans, Policy and Programs Directorate, (TCJ5). Due to a major reorganization and the stand up of USNORTHCOM the prior functions of J4 and J5 were merged. USTRANSCOM memoranda dated 21 May 2002 and 30 May 2002 further discuss this merger.

The previous duties and responsibilities of the position have been updated and expanded to reflect changes in terminology and technology. In addition, a new duty was added. The subject position is responsible for the development of joint doctrine and joint tactics, techniques, and procedures that enhance the nation's strategic transportation system and capabilities.

**2. REFERENCES (Amended):**

- d. Deleted, referenced guide no longer exists.

**3. TITLE AND SERIES DETERMINATION (Amended):**

No titles are specified for this series. The duty title, "Deputy for Strategy and Policy" is the most appropriate title for this position as it reflects the organizational and managerial duties and responsibilities of the position.

**4. GRADE DETERMINATION (Amended):**

Grade level determination was made in 1997 using the United States Civil Service Commission, Position Classification Standard (PCS) Guide for Appraisal of Scientific Positions Proposed for GS-16, -17, -18, TS-51, Apr 64. This standard is no longer in existence; therefore, the grade determination can not be revalidated. Current PCS must be applied to this position.

**CONCLUSION:**

The purpose of the redescription of the subject position does not substantially change the original position. The title and duties are approved as amended. An analysis and evaluation of the position must be accomplished, preferably, within a 12 month period.

(b)(6)

5 November 2004

TCJ1-C

30 MAY 2002

## MEMORANDUM J STAFF AND CHIEFS OF DIRECT REPORTING ELEMENTS

FROM: TCCS


SUBJECT: Manpower Change Moratorium and Freeze of HQs Civilian Position Classification Reviews for Upgrade and Filling of Vacant Positions

1. Due to the 15% headquarters reduction and organizational assessment study currently being conducted by Logistics Management Institute (LMI), USCINCTrans instituted a moratorium on manpower changes until the organizational assessment is finished no later than 30 Sep 02. The 21 May 02 memorandum also directed a civilian hiring freeze to ensure we have sufficient civilian vacancies to meet our current and future reduction targets while minimizing the impact to our civilian workforce.
2. TCJ1-M instituted the moratorium on all manpower changes in order to maintain a static environment while LMI comprehensively assesses the structure and responsibilities of our command. TCJ1-M will not process any manpower or organizational changes affecting HQ USTRANSCOM (does not apply to JIC, JOSAC, JDTC, or GPMRC) until the organization assessment is finished. I will, however, consider on a case-by-case basis, exceptions to manpower coding that affect the hiring or recruitment of key positions. Directors must submit a SSS, through TCJ1 to TCCS, to include the Manpower Change Request (MCR), justifying the need for an exception.
3. TCJ1-C implemented a civilian hiring freeze by halting the classification and filling of all Management Headquarters civilian positions until 30 Sep 02 (does not apply to JIC, JOSAC, JDTC, or GPMRC). All supervisors with vacant positions currently being filled were notified. During this interim period, supervisors may use temporary promotions, official details, and/or temporary hires in lieu of filling vacant civilian positions on a permanent basis. Additionally, supervisors may still submit requests for encumbered classification reviews of civilian positions not requiring an upgrade.
4. I will also consider exceptions for the fill of permanent civilian positions on a case-by-case basis. Directors must submit a SSS justifying the need for an exception through TCJ1 to TCCS. The justification for an exception must identify whether the position is an authorized billet on the Joint Manpower Document. In two to three sentences, state the primary purpose of the vacant position. Identify very specific reasons why the directorate cannot staff the position through a temporary promotion, detail of another civilian employee, or temporary assignment of a military member. The justification must provide specific information to support the need to fill the position with a permanent employee. Broad sweeping stand-alone phrases such as, "Critical mission will fail unless a permanent employee is hired" are insufficient. In addition, stating the number of other civilian or military billet vacancies in the branch, division, or directorate to document a need is also insufficient. Describe your alternative(s) for accomplishing the most critical work of the position in the event your request is not approved.
5. If you have questions regarding this moratorium/freeze or need assistance in effectively utilizing your current civilian and military workforce to temporarily address your mission requirements based on your current organizational structure, please contact: Ms. Amy O'Connor, 229-8181, TCJ1-C and Lt Col Shannon Switts, 229-7088, TCJ1-M; to address civilian personnel and manpower matters respectively.

OPTIONAL FORM 99 (7-90)

FAX TRANSMITTAL

# of pages 2

  
 CARLOS D. PAIR  
 Major General, U.S. Army  
 Chief of Staff

(b)(6)



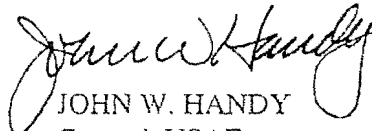
21 May 2002

## MEMORANDUM FOR J STAFF AND CHIEFS OF DIRECT REPORTING ELEMENTS

FROM: TCCC

SUBJECT: USTRANSCOM Organizational Assessment and Associated Personnel Policies

1. This memorandum announces my decision to conduct an organizational assessment that will enable this command to best perform its global mission within existing resource constraints. We have partnered with the Logistics Management Institute (LMI) to restructure and streamline in order to meet evolving mission changes while also accommodating a Joint Staff-directed headquarters reduction. I have asked the DCINC and the Chief of Staff, along with a core group of staff members, to work closely with LMI in this endeavor. I solicit your support in sharing information and ideas with this team, as this is your opportunity to shape and influence our future.
2. The Secretary of Defense is committed to achieving a 15 percent headquarters reduction DOD-wide and meeting military objectives with no increase in end strength. As a result, the Joint Staff plans to use a portion of the headquarters reduction in the unified commands to provide the manpower positions required to stand up USNORTHCOM. Our fair share of the first increment is 21 billets (14 military and 7 civilian) which must be identified by 15 Jul 02 and off our manpower books by 30 Sep 03. I am confident we can execute this cut through attrition with no adverse personnel impact. The Joint Staff is now working the details of the next reduction needed to complete the round out of USNORTHCOM and the remaining cuts required to meet the 15 percent target.
3. I assure you we are taking every step possible to accomplish this reduction with minimal adverse personnel impact. To create a static environment during the assessment, while also helping to reduce adverse personnel impact, I am instituting a civilian hiring freeze and putting a moratorium on manpower changes until the assessment is completed in Sep 02.
4. To keep everyone informed of this study, request you share this information throughout your staffs. I solicit your full support and that of your staffs in completing this assessment and assure you that the state of our workforce is always foremost in my mind.



JOHN W. HANDY  
General, USAF  
Commander in Chief

## **SUBSTANTIATING ANALYSIS FOR DEPUTY FOR LOGISTICS AND BUSINESS OPERATIONS (USTRANSCOM)**

1. Background Information: This position is located in the Directorate of Operations and Logistics (TCJ3/J4) which is responsible for centralized control and visibility over DOD's transportation assets as USTRANSCOM implements its role as the single manager for DOD transportation requirements. The position also performs analytical and evaluative assignments involving Defense Transportation System procurement/acquisition issues.

2. References:

- a. Office of Personnel Management (OPM), Position Classification Standard (PCS), Miscellaneous Administrative Program Series, GS-301-XX, TS-106, Jun 91.
- b. OPM Series Definition, Contract Specialist, GS-1102-XX
- c. OPM Series Definition, Administrative Program Series, GS-301-XX.
- d. United States Civil Service Commission (CSC), PCS, Guide for Appraisal of Scientific Positions Proposed for GS-16,-17,-18,TS-51, Apr 64.

3. Title and Series Determination: The series definition for Administrative Program Series positions GS-301-XX includes positions (the duties of which are to advise on, supervise, or perform work) which involve two or more specialized functions or other work not specifically included in other series within this group. Subject position will supervise and manage work seen in both the Traffic Management and the Contract Specialist series. Additionally, subject position requires significant knowledge and background of the Defense Transportation System to effectively perform as single manager for DOD's transportation assets. Specific title will be determined after grade level of the position is evaluated.

4. Grade Determination: The Administrative Program Series, GS-301, provides grade-level criteria which is recommended for use to evaluate positions within the Administrative occupations. This standard does not, however, provide criteria suitable for evaluating executive-level responsibilities. The Guide for Appraisal of Scientific Positions proposed for GS-16, -17, -18 provides criteria applicable for positions in which the grade-level is derived primarily from assigned management of program responsibility. Although the guide was developed for scientific positions, the material is suitable for use for other positions at these levels. Subject position closely aligns to the "executive" type of position described in the guide. Evaluation is based on the following factors:

- E-1     Scope, character, and effect of the program.

- E-2 Responsibility and authority.
- E-3 Technical and managerial demands of the work.
- E-4 Impact of exceptional qualifications, achievements, and professional stature of the incumbent.

Presence of these factors indicates position's executive responsibilities warrant classification above the GS-15 level.

E-1--Scope, Character, and Effect of the Program. This factor measures the extent the work performed contributes to the mission and objectives of the agency. Subject position is located at the unified command level reporting to CINCTrans and then to the Joint Chiefs of Staff and Office of the Secretary of Defense.

The Operations and Logistics Directorate provides centralized control and visibility of DOD Transportation and air refueling assets and movement operations conducted by component commands. The directorate is responsible for joint crisis action planning, management, and execution during peacetime movements, contingency operations, and national emergencies. Additionally, the directorate is responsible for oversight of transportation and traffic management as well as acquisition procedures for DOD and review of programs such as the Personal Property Shipment and Storage Program, the Motor Carrier Freight Program, the Intermodal Sealift Program, the International Air Passenger and Cargo Programs, and the Military Standard Transportation and Movements Procedures Program. These are major elements of the DOD transportation program and are worldwide in nature. An example was Operation JOINT ENDEAVOR when TCJ3/4 exercised command and control of over 8,518 Air Missions and 4 Sealift voyages; transporting over 80,207.8 Short Tons, 505,978 Sq Ft, and 71,459 passengers. Similar command and control requirements were necessary for the Oklahoma City Bombing; Operations QUICK LIFT, VIGILANT SENTINEL, ASSURED RESPONSE, DESERT FOCUS, DESERT STRIKE, PACIFIC HAVEN, and MARATHON. As an example of worldwide nature of transportation operations, USTRANSCOM supported humanitarian relief in Bosnia, Haiti, Kenya, Somalia, Angola, and Yugoslavia, while also providing Hurricane Andrew relief to Homestead AFB, Florida.

These programs heavily impact civilian industry, which is relied on to provide a majority portion of lift assets for DOD. Moreover, Congress has considerable interest in humanitarian relief efforts, since they affect our national strategy. The operations directed by this position are funded through the \$4 billion Transportation Working Capital Fund (TWCF), which represents a significant expenditure of resources. The entire Defense Transportation System is highly dynamic and facing considerable adjustment with changing world scenarios. These aspects of this position fully meet the intent of Factor E-1 in this standard.

E-2--Responsibility and Authority. Subject position functions as a full deputy to the director (two-star position) with responsibility for managing all directorate programs, policies, and doctrine which promote coordinated transportation operations among component and external agencies. Develops and recommends procurement/acquisition policies and procedures related to transportation needs of USTRANSCOM. Assures appropriate integration of needs of all transportation modes. Subject position will have authority to make decisions and commit resources affecting the scheduling and commitment of multi-million dollar transportation resources (Military Sealift Command controlled ships, Air Mobility Command airlift, etc.). Policies and procedures promulgated by the incumbent will have far-reaching effects on DOD transportation programs. In addition, operations reflect on the country's ability to project forces globally to meet national security objectives. Position meets the intent of factor E-2.

E-3--Technical and Managerial Demands. Considered under this factor are requirements for breadth of knowledge, general executive and supervisory abilities, creativity, and ability to meet and deal with others. Subject position falls within the midrange for this factor. The programs evaluated by this position are highly complex and currently under significant change due to world scenarios. Concepts are incompletely developed, necessitating numerous feasibility studies. However, intense involvement of scientific and engineering fields is not as prevalent in this position as would be seen in developing advance weapons systems. Therefore, the highest degree for this factor is not appropriate and credit in the midrange is warranted.

E-4--Impact of Qualification, Achievements, and Professional Stature of the Incumbent This factor is concerned with the impact of exceptional qualifications, achievements, and professional stature of the incumbent on the normal level of an executive position. This factor does not apply to subject position. Incumbent must have executive skills as described at the normal level. There is no requirement for "exceptional" qualifications which would impact the grade of this position. Must have mastery of government contracting laws and policies, including techniques of acquisition and contracting operations and detailed procedures of department contracting requirements, e.g. Federal Acquisition Regulation and Defense Federal Acquisition Regulation (DFAR), in order to develop policies and procedures and provide assistance to components on complex procurement/acquisition problems. Needs excellent knowledge of business and industry practices and procedures related to land, sealift, and airlift transportation. This includes knowledge of market sources and special provisions found only in land, sealift, airlift and/or transportation intermodal acquisitions. Knowledge is used to develop policies and procedures and resolve complex problems in a realistic and responsive manner.

#### CONCLUSION:

Subject position requires executive skills as described in the Guide for Appraisal of Scientific Positions Proposed for GS-16, -17, -18; therefore, classification to the Senior Executive Service (SES) is considered appropriate. Recommended title is Deputy for Logistics and Business Operations.

Final Determination:

Deputy for Logistics and Business Operations ES-301. Approval of this action will not cause other positions to be upgraded.



HLC

NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) STANDARD POSITION DESCRIPTION (SPD)					
POSITION AND HIRING INFORMATION					
STANDARD POSITION NUMBER 3280		2. POSITION TITLE Supervisory Transportation Analyst			3. OCCUPATIONAL CODE 0301
4. ORGANIZATIONAL TITLE Distribution Performance Chief		5. CAREER GROUP 0301	6. PAY SCHEDULE YC	7. PAY BAND 02	8. TARGET PAY BAND 02
9. OPM FUNCTIONAL CODE		10. DRUG TEST X YES NO			11. BUS CODE 8888
12. FAIR LABOR STANDARDS ACT ___ N ___ X ___ E		13. DOD SUPERVISORY STATUS & AF SL 2			
14. KEY/EMERGENCY ESSENTIAL N/A		15. MOBILIZATION INDICATOR		16. ENVIRONMENTAL/HAZARD DIFFERENTIAL	
17. CERTIFICATION REQUIRED ___ YES ___ X ___ NO					
18. POSITIVE EDUCATION REQUIREMENTS ___ YES ___ X ___ NO		19. LANGUAGE REQUIRED ___ YES ___ X ___ NO		20. LANGUAGE IDENTIFIER	
21. FINANCIAL STATEMENTS REQUIRED ___ YES ___ X ___ NO		22. POSITION SENSITIVITY Special Sensitive (SCI)		23. PAY POOL IDENTIFIER	
24. LAUTENBERG/SMITH AMENDMENT ___ YES ___ NO					
<b>25. DUTIES</b> Serves as the Chief, Distribution Performance Branch, Operations Support Division. Plans, directs, organizes, and exercises control over subordinate employees. Assigns work to subordinates based on priorities, difficulty of assignments, and the capabilities of employees. Provides technical oversight. Develops performance standards and rates employees. Interviews candidates for subordinate positions and recommends hiring, promotions, or reassignments. Takes disciplinary measures such as warnings and reprimands. Identifies, arranges, and provides developmental and training needs of employees. Provides a work environment that is free from all forms of discrimination, harassment, and retaliation. Addresses subordinate's concerns, whether perceived or real, and follows up with appropriate action to correct or eliminate tension in the workplace. Supports the agency's EEO program. Provides technical expertise and experience on matters concerned with the broad field of force projection, strategic mobility, deployment, sustainment, and redeployment of cargo, passengers, and fuel through the worldwide Defense Transportation System. Sets objectives and coordinates activities of the Joint Staff, COCOMs, military service and agency program managers within a budget-constrained environment. Uses quantitative and qualitative methods and techniques, and skill in application of sophisticated modeling and simulation tools and databases to provide complete, time-phased, origin-to-destination analysis. Researches and analyzes transportation policy, doctrine, public laws, rules and regulatory documents to established new Joint Deployment and Distribution Enterprise (JDDE) operational and system procedures. Principle TCAC representative to DoD-level planning boards setting JDDE priorities across multiple disciplines. Participates in USTRANSCOM exercises and training events as an integrated operations subject matter expert. Provides services as training aid, white cell and consultant for exercise planning and event design.					
26. POSITION'S ORGANIZATION USTC/TCAC					
27. POSITION OCCUPIED Competitive			28. a. DUTY STATION (City - County - State Or Overseas Location) Scott AFB, Illinois, IL		
			b. GEOGRAPHICAL LOCATION CODE 177835163		
29. Core Competencies					
Air Force Skill Codes:					
Percentage	Skill Code	Shred	Subshred	Literal Translation	
50%	FKM	CMW		Transportation Specialist	
				Contingency/Mobility/War Planning	
50%	ARL	CMW		Program Analysis	
				Contingency/Mobility/War Planning	

# NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) POSITION DESCRIPTION

## 30. COMPONENT INFORMATION

A. STANDARD OCCUPATION CODE (SOC)		B. NATIONAL GUARD BUREAU DUAL STATUS    NON-DUAL STATUS		C. AIR/ARMY RESERVE TECHNICIAN YES    NO
D. AF SPEC CODE/ MIL OCCUPATIONAL SPEC				
H. ORGANIZATIONAL ENVIRONMENT	I. CAREER FIELD/ COMMUNITY	J. RESERVED FOR COMPONENT USE		31. PPP OPTION CODE

## 32. SKILLS INFORMATION


1. Thorough knowledge and skill in leading, facilitating and managing significant numbers of members who must work together to establish processes and procedures for dealing with a wide-range of deployment and distribution situations.
2. Expert knowledge of organization missions, objectives, procedures and regulatory framework of transportation/logistics management programs.
3. Expert knowledge of transportation, distribution, traffic management, and logistics operations systems, policies, concepts, principles and methodology applicable to air, land and sea transportation as they apply to deployment and distribution management.
4. Ability to resolve very broad, complex, or sensitive deployment and distribution problems or issues.
5. Knowledge of safety, security, and EEO regulations, practices, and procedures.
6. Ability to plan, organize, and direct the functions and staff of an organization.

## 33. CONDITIONS OF APPOINTMENT/OTHER SIGNIFICANT FACTS


1. Employee may be required to travel by commercial or military aircraft in the performance of temporary duty (TDY) assignments.
2. Employee must possess a TS/SCI clearance.
3. May be required to participate in non-traditional work schedules involving participation in round the clock operations, or otherwise work beyond, or outside of traditional hours, or work or tours of duty.
4. Drug Testing required.

34. OTHER REQUIREMENTS	B. DOD RESERVED	C. DOD RESERVED	D. DOD RESERVED	E. COMPONENT USE
A. DOD RESERVED				

## 35. AUTHORIZED MANAGEMENT OFFICIAL

a. SIGNATURE 	b. TITLE Director, SES Transportation Engineering Agency and Joint Distribution Process Analysis Center	b. DATE (YYYY/MM/DD) 2008/07/08
---	--	------------------------------------

## 36. CLASSIFICATION APPROVED BY

a. SIGNATURE 	b. TITLE HR Specialist (Staffing & Classification)	b. DATE (YYYY/MM/DD) 20080715
---	---	----------------------------------





## AIR FORCE CORE PERSONNEL DOCUMENT

## STATEMENT OF DIFFERENCES

43131<sup>2</sup>

35-4/LA

ORGANIZATION:	USTRANSCOM/TECE-X	CPD NUMBER:	9S41938001
SUPV LEV CODE:	8	COMP LEV CODE:	478A
TARGET GRADE:	11	FLSA:	Exempt
JOB SHARE:	No	CAREER PROG ID:	None
SENSITIVITY:	Critical-Sensitive	BUS:	1036
EMERGENCY ESS:	No	DRUG TEST:	N/A
KEY POSITION:	No	POSITION HIST:	New

CLASSIFICATION: Legislative Affairs Specialist GS-301-89 (11)

DUTY TITLE:

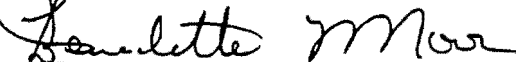
ORG & FUNC CODE: CSY

1<sup>ST</sup> SKILL CODE: 50 % AKTAKU Specialist/Analyst/Legislative Liaison

2<sup>ND</sup> SKILL CODE: 50 % AKTAJT Specialist/Analyst/Congressional Inquiries

3<sup>RD</sup> SKILL CODE:

CLASSIFIED BY:



CLASSIFIER SIGNATURE

5 Oct 00

DATE

## SUPERVISOR'S CERTIFICATION:

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

SUPERVISOR:



5 Oct 00

SUPERVISOR SIGNATURE

DATE

## CERTIFICATION:

Rater/Supv.				
Date				
Reviewer				
Date				
Employee				
Date				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

AF Form 1003 APR 90 (COMPUTER GENERATED)

---

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

**The primary purpose of this position is:** to serve on the USCINTRANS' Action Group as a member of the Legislative Affairs Team. As outlined in the Group's charter, this team serves as the single point of contact for all USCINTRANS' congressional activities and performs as the central point of contact for all component legislative activities. The purpose of this position is to serve as a Legislative Affairs Specialist, assisting in the oversight of the relationship between USTRANSCOM and Congress. The incumbent performs analysis and provides technical advice as a team member for Congressional matters. Functions as an analyst and participates in the development and preparation of presentations dealing with congressional hearing "skull sessions"; Questions for the Record preparations; and legislative trip coordination. The incumbent will research and resolve congressional legislative issues that commonly arise in supporting CINTRANS involving congressional relations and the preparation and presentation of testimony before Congress.

**The organizational location of this position is:** United States Transportation Command, Commander in Chiefs' Action Group, Scott Air Force Base, IL.

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

**The organizational goals or objectives of this position are:** to provide USCINTRANS(CINC) the highest level of visibility on critical mobility programs on Capitol Hill and prepare the CINC for personal appointments, Congressional Hearings and Testimony, using an array of tools to ensure crucial Defense Transportation System (DTS) issues are appropriately related to the Congress of the United States.

---

**THIS IS A DEVELOPMENTAL POSITION WITH FULL POTENTIAL TO GS-301-11.**

Duties, responsibilities, and all other factors (except those below) are at the full performance level as identified in the attached position description.

**CLASSIFICATION FACTORS****Factor 1, Knowledge Required by the Position****Level 1-6****950 points**

Knowledge of Legislative Affairs management principles, organizational theory and techniques of analysis and evaluation, and skill in applying analytical and evaluative techniques to the identification, consideration, and resolution of issues or problems of a procedural or factual nature. The issues or problems deal readily with USTRANSCOM's congressional activities and facilitate strategies to achieve command legislative objectives.

Knowledge of standardized administrative practices and procedures to conduct studies of clerical and administrative work processes in various organizations. The work may include such techniques as gathering information, identifying and analyzing legislative issues and developing recommendations to resolve substantive legislative problems.

Ability to identify, analyze and recommend solutions to Legislative Affairs problems in organizational structures, staffing, administrative procedures, work processes or work load distribution.

Knowledge of established Legislative Affairs management principles, pertinent administrative regulations, and staffing guidelines plus the skill in applying work measurement techniques to conduct studies of clerical, trades, technician, and or administrative support positions within the organization.

Skill in preparing and delivering briefings concerning Legislative Affairs to managers.

**Factor 2, Supervisory Controls****Level 2-3****275 points**

The supervisor assigns specific projects and establishes deadlines for completing work. The supervisor or higher graded analyst provides assistance on controversial issues and/or with application of analytical methods.

Incumbent plans, coordinates, and carries out the successive steps in factfinding and analysis of issues. Problems are normally resolved by the incumbent in accordance with office policies, management theory and occupational training.

Work is reviewed with overall requirements and for consistency of facts and figures, choice of methods and practicality of recommendations. Findings and recommendations are reviewed prior to release or discussion with management officials.

**Factor 4, Complexity****Level 4-3****150 points**

The work involves dealing with Legislative Affairs problems and relationships of an administrative nature or portions of more complex Legislative Affairs processes.

As a team member, the incumbent analyzes a variety of Legislative Affairs for compliance with established procedural aspects and then coordinates with the Legislative Affairs team members in developing techniques and systems for resolution and development of strategy.

**CLASSIFICATION SUMMARY:****CLASSIFICATION STANDARD(S) USED:**

OPM Position Classification Standard for Miscellaneous Administration and Program Series, GS-301, Jan 1979  
OPM Administrative Analysis Grade Evaluation Guide, Aug 1990, TS-98.

GS-09 Point Range: 1855-2100

Total Points GS-09/11 1920

Final Classification: Legislative Affairs Specialist, GS-0301-09 (Target 11)  
See attached PD for GS-11 duties/classification criteria

---



## AIR FORCE CORE PERSONNEL DOCUMENT

ORGANIZATION:	USTRANSCOM/TCCC-X	CPD NUMBER:	9S41938001
SUPV LEV CODE:	8	COMP LEV CODE:	478A
TARGET GRADE:	11	FLSA:	Exempt
JOB SHARE:	No	CAREER PROG ID:	None
SENSITIVITY:	Critical-Sensitive	BUS:	1036
EMERGENCY ESS:	No	DRUG TEST:	N/A
KEY POSITION:	No	POSITION HIST:	New

CLASSIFICATION: **Legislative Affairs Specialist GS-301-11**  
DUTY TITLE:

ORG & FUNC CODE: CSY  
1<sup>ST</sup> SKILL CODE: 50 % AKTAKU Specialist/Analyst/Legislative Liaison  
2<sup>ND</sup> SKILL CODE: 50 % AKTAJT Specialist/Analyst/Congressional Inquiries  
3<sup>RD</sup> SKILL CODE:

CLASSIFIED BY:

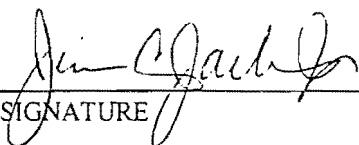
CLASSIFIER SIGNATURE

DATE

## SUPERVISOR'S CERTIFICATION:

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

SUPERVISOR:



5 Oct 00

SUPERVISOR SIGNATURE

DATE

## CERTIFICATION:

Rater/Supv.				
Date				
Reviewer				
Date				
Employee*				
Date				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

AF Form 1003 APR 90 (COMPUTER GENERATED)

---

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

**The primary purpose of this position is:** to serve on the USCINTRANS' Action Group as a member of the Legislative Affairs Team. As outlined in the Group's charter, this team serves as the single point of contact for all USCINTRANS' congressional activities and performs as the central point of contact for all component legislative activities. The purpose of this position is to serve as a Legislative Affairs Specialist, assisting in the oversight of the relationship between USTRANSCOM and Congress. The incumbent performs analysis and provides technical advice as a team member for Congressional matters. Functions as an analyst and participates in the development and preparation of presentations dealing with congressional hearing "skull sessions"; Questions for the Record preparations; and legislative trip coordination. The incumbent will research and resolve congressional legislative issues that commonly arise in supporting CINCTrans involving congressional relations and the preparation and presentation of testimony before Congress.

**The organizational location of this position is:** United States Transportation Command, Commander in Chiefs' Action Group, Scott Air Force Base, IL.

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

**The organizational goals or objectives of this position are:** to provide USCINTRANS(CINC) the highest level of visibility on critical mobility programs on Capitol Hill and prepare the CINC for personal appointments, Congressional Hearings and Testimony, using an array of tools to ensure crucial Defense Transportation System (DTS) issues are appropriately related to the Congress of the United States.

---

**DUTY 1:****Critical**

Assists in preparation of advice given to the CINC and assists in the drafting of CINC testimony to Congress. Occasionally accompanies the CINC during annual posture hearings. Serves as a liaison for senior USTRANSCOM staff visits to Capitol Hill. Compiles responses to Questions for the Record (QFR) and Inserts for the Record (IFR) following testimony presented by the CINC. Coordinates with OSD, Joint staff, and Services staffs on issues related to CINC/DCINC testimony. Provides guidance to action officers on USTRANSCOM staff on the preparation of opening statements, QFR's, IFR's, Congressional background papers, Congressional correspondence, and telephonic information sheets. Provides staff oversight for the command concerning all issues and activities relating to the Congress and Congressional testimony. Disseminates key information to USTRANSCOM staff and component staffs, and develops potential strategy to overcome legislative/political hurdles. Analyzes and evaluates DOD procedures, policies and other issues related to Congressional actions. Identifies, coordinates, and resolves controversial or key issues and problems related to USTRANSCOM and other governmental agencies in a timely manner. Reviews proposals from subordinate activities or headquarters elements and works with other staff elements, and advises high ranking officials at all organizational levels regarding the Defense Transportation System and Congress. Work requires continued study and research to ensure understanding of dynamic legislative process.

**STANDARDS:**

- A. Generally assists in the preparation of succinct and accurate information for the CINC and DCINC in preparation for Congressional testimony. In most cases, prepares appropriate recommendations for answering complex, wide ranging responses to challenging questions in a volatile, high-pressure environment.
- B. Consistently displays highest standards of decorum in escorting CINC, DCINC and other USTRANSCOM Flag Officers to meetings on Capitol Hill and to other engagements involving Congressional members and staff.
- C. Promptly compiles responses to Questions for the Record (QFR) and Inserts for the Record (IFR) following Congressional testimony presented by the CINC, DCINC, or USTRANSCOM Flag Officers. Develops effective, concise opening statements for Congressional hearings and edits background and point papers from

the entire USTRANSCOM staff and component staffs for use by the CINC, DCINC, and USTRANSCOM Flag Officers.

- D. Establishes and maintains effective communications with Congressional offices.
- E. Prepares comprehensive, insightful summaries of significant Congressional activities relating to USTRANSCOM issues and positions.

KSA: 1, 2, 3, 4, 6, 7, 8

---

**DUTY 2:****Critical**

As an aspiring transportation expert on Congressional and legislative matters, provides direction and leadership in developing and executing USTRANSCOM's Congressional strategy. Identifies key Senators, Congressmen, and other key players and critical contacts in the legislative process to enable USTRANSCOM to effectively interact on legislative issues of primary importance to the command. Analyzes a wide variety of information and issues pertaining to legislation, members of Congress, and other related matters. Maintains close interface with the legislative liaison offices of OSD, the Joint Staff, and the services regarding the USTRANSCOM Congressional Game Plan.

**STANDARDS:**

- A. Accurately identifies key congressional members and staff to clearly communicate USTRANSCOM needs for each legislative cycle.
- B. Provides timely, accurate analysis of a wide variety of legislative issues and their relationship to key USTRANSCOM programs and positions.
- C. Establishes and maintains effective liaison with legislative offices of OSD, the Joint Staff, and the services.

KSA: 1, 3, 4, 5, 6, 7, 8

---

**DUTY 3:****Critical**

Conducts research and analysis of congressional marks, bills, and reports of interest to USTRANSCOM such as Appropriations, Authorizations, and Military Construction Bills. Gathers all House, Senate, and Conference marks, bills, and reports that have an impact on USTRANSCOM. Provides information and language contained in the documents to the CINC, DCINC, and all interested USTRANSCOM staff offices for information and action. Provides oversight and editing of appeals for submission to the Joint Staff and OSD concerning legislation of concern to the command.

**STANDARDS:**

- A. Properly analyzes current accounting policy, procedures, practices, and systems to determine the impact of implementation on reengineered transportation and financial processes.
- B. Promptly provides appropriate policy interpretation and guidance for implementing fiscal policies as they pertain to the implementation on reengineered transportation and financial processes.
- C. Effectively represents the DOD agency, military component, or activity in the application of these policies and/or procedures. Typically deals with officials within and outside of the normal chain of command.



KSA: 1, 2, 3, 4, 5, 6, 7, 8

---

**DUTY 4:****Critical**

Facilitates Congressional and Staff visits. Coordinates travel itineraries for Congressional Delegations (CODELS) and Staff Delegations (STAFFDELS) with OSD, Joint Service staffs and Component staffs. Identifies topics of interest and develops or arranges for briefings. Identifies key Congressional staff members and DOD Legislative Affairs personnel for visits with senior leadership from USTRANSCOM and its components. Coordinates activities for all CODELS and STAFFDELS involving USTRANSCOM personnel.

**STANDARDS:**

- A. In most cases, uses knowledge of analytical principles to conduct thorough analysis to use for a non-recurring study/report.
- B. Prepares and submits plans and reports that are both timely and accurate.

KSA: 3, 4, 5, 7, 8

---

**Other significant facts pertaining to this position are:**

This position requires the employee to occasionally travel away from the normal duty station.

The employee must be willing and able to travel on military and commercial aircraft.

The employee must obtain and maintain a Top Secret clearance.

---

**RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA):**

- 1. Working knowledge of the legislative and congressional process and procedures.
  - 2. Knowledge of USTRANSCOM plans, programs, policies, and operations.
  - 3. Knowledge of DoD Planning, Programming and Budgeting System.
  - 4. Knowledge of relationship between USTRANSCOM, Air Force, Army, Navy, DoD, Other Government, and private agencies.
  - 5. Knowledge of National security strategy, National military strategy, and USTRANSCOM strategic plans.
  - 6. Knowledge of general fund, revolving, and/or non-appropriated fund accounting principles and procedures.
  - 7. Strong ability to communicate orally and in writing.
  - 8. Expert ability to plan, organize work, and meet deadlines.
-

**CLASSIFICATION FACTORS:****Factor 1, Knowledge Required By The Position****Level 1-7 1250 Points**

Knowledge of Legislative Affairs management principles, organizational theory and techniques of analysis and evaluation.

Knowledge of USTRANSCOM plans, programs, policies, and operations sufficient to participate in the formulation of strategy to defend the same to Congress.

Ability to identify, analyze and recommend solutions to legislative affairs problems in organizational structures, staffing, administrative procedures, work processes or work load distribution.

Comprehensive knowledge of established Legislative Affairs management principles, pertinent administrative regulations, and staffing guidelines plus the skill in applying work measurement techniques to conduct studies of clerical, trades, technician, and or administrative support positions within the organization.

Skill in preparing and delivering briefings on Legislative Affairs to CINC, DCINC, or USTRANSCOM Directors.

Knowledge of rank structure of US or foreign, political and military DVs and congressional staff representative points of contact. Employee will understand the roles of the Executive Office of the President, the Office of the Secretary of Defense, the Joint Chiefs of Staff, the Unified commanders and military services involved in congressional activities.

Knowledge and understanding of the relationship between USTRANSCOM, Air Force, navy and DoD and other government and private agencies and their roles in pertinent legislative issue being worked.

**Factor 2, Supervisory Controls****Level 2-4 450 Points**

Within a framework of priorities, funding and overall project objectives, the employee and supervisor develop a mutually acceptable project plan which typically includes the identification of the work to be done, the scope of the project and deadline for its completion.

Within the parameters of the project plan, the employee is responsible for planning and organizing the research for the project to be completed, associated resources, and timelines impacting the effectiveness of the strategy. The incumbent coordinates with staff and management personnel, team members and experts across USTRANSCOM affected by the project in conducting all phases of the project. This frequently involves the definitive interpretation of regulations and procedures, and the initial application of new methods. The employee keeps the supervisor informed of potentially controversial findings, issues, or problems with widespread impact.

Completed projects briefings, studies, and documentation are reviewed by the supervisor for compatibility with organizational goals, guidelines, and effectiveness in achieving intended objectives. Work is reviewed critically outside the employee's immediate office by contributing staff line and management officials and others whose programs and employees would be affected by implementation of the recommendation or planned action.

**Factor 3, Guidelines****Level 3-3 275 points**

Guidelines consist in the form of policies, procedures, and directives from OSD, JSC and USTRANSCOM and precedent situations, which the incumbent may apply. For instances where no clearly applicable precedent exists, the employee uses judgement in choosing, interpreting or adapting suitable guidelines to cover the situation.

Analytical methods are not always directly applicable to specific work assignments, so the incumbent must use experienced judgement in applying guidelines or interpreting legislative issues or strategies, developing recommendations and solutions to problems encountered.

Administrative guidelines are USTRANSCOM policies, procedures and organizational goals. Within the context of broad regulatory guidance the employee may refine or develop more specific methods for measurement and effectiveness of effectiveness of achieving results.

**Factor 4. Complexity****Level 4-4****225 Points**

The work involves gathering information, identifying and analyzing legislative issues and developing recommendations to resolve substantive legislative problems of effectiveness and efficiency of work operations in the legislative program or program support setting. Requires the application of qualitative and quantitative techniques that frequently require modification to fit a wider range of issues.

Incumbent continually considers information needs interests and level of detail needed to satisfy management's concerns and issues. Gathers, interprets and correlates large amounts of data and issues that have command level and congressional level implications. Potential sources of data must crosschecked, analyzed and interpreted by the incumbent to obtain accurate, relevant information that will affect the organization and strategies developed.

Incumbent must use originality in refining existing work methods and techniques for application in the analysis of specific legislative issues or resolution of problems.

Serves as an advisor to the legislative affairs team with responsibility of performing a full range of analytical studies and projects related to legislative affairs, i.e., participates in the development and preparation of presentations dealing with congressional hearing "skull sessions," Questions for the Record (QFR) preparations, legislative trip coordination, and a variety of congressional legislative issues that commonly arise in supporting CINCTRANS involvement in Congressional relations, and the preparation and presentation of testimony before Congress.

The incumbent studies various approaches to the work to be performed in order to determine impact on organizational goals and desired outcome and refines or develop new approaches to improve in order to overcome political/legislative hurdles.

**Factor 5. Scope and Effect****Level 5-3****150 Points**

The purpose of the work is to plan and carry out assigned legislative projects or studies. Applies accepted principles, methods and guidance for qualitative analysis to support legislative issues and problems. Conclusions and recommendations form the basis for management decisions.

**Factor 6 & 7, Personal Contacts/Purpose of Contacts****Level 6/7-3/b****110 Points**

Contacts with people inside and outside of USTRANSCOM which may include consultants, contractors, or business executives in a moderately unstructured setting. The employee advises high ranking officials at all organizational levels regarding the Defense Transportation System and Congress.

Provides advice to managers on noncontroversial matters. Contacts typically involve such matters as identification of decision-making alternatives or recommendations concerning all issues and activities relating to the Congress and Congressional testimony. Assists in the preparation of succinct and accurate information for the CINC and DCINC in preparation for congressional testimony.

**Factor 8, Physical Demands****Level 8-1****5 Points**

The work is primarily sedentary, although some physical effort may be required.

**Factor 9, Work Environment****Level 9-1****5 Points**

The work is typically performed in an adequately lighted and climate controlled office. Normal safety precautions are required.

**CLASSIFICATION SUMMARY:**

**CLASSIFICATION STANDARD(S) USED:**

OPM Position Classification Standard for Miscellaneous Administration and Program Series, GS-301, Jan 1979  
OPM Administrative Analysis Grade Evaluation Guide, Aug 1990, TS-98.

GS-11 Point Range: 2355-2750  
Total Points GS-11: 2470

Final Classification: Legislative Affairs Specialist, GS-0301-09 (Target 11)  
See Statement of Differences for GS-09 duties/classification criteria

---



## AIR FORCE CORE PERSONNEL DOCUMENT

ORGANIZATION: USTRANSCOM/TC~~CC~~<sup>LA</sup>  
 SUPV LEV CODE: 5 TCCC-LA  
 TARGET GRADE: 13 YA-02  
 JOB SHARE: No  
 SENSITIVITY: Critical-Sensitive  
 EMERGENCY ESS: No  
 KEY POSITION: No

CPD NUMBER: 9S4199500  
~~COM LEV CODE: 478A~~  
 FLSA: Exempt  
 CAREER PROG ID: N/A  
 BUS: 8888  
 DRUG TEST: No  
 POSITION HIST: New

CLASSIFICATION: Legislative Affairs Specialist, GS-301-13 YA-301-02  
 DUTY TITLE:

CSW 10-11-06

ORG & FUNC CODE: CSY  
 1ST SKILL CODE: 50% AKTAKU - Specialist/Analyst, Legislative Liaison  
 2ND SKILL CODE: 50% AKTAJT - Specialist/Analyst, Congressional Inquiries  
 3RD SKILL CODE:

CLASSIFIED BY:


  
 CLASSIFIER SIGNATURE

12 FEB 2002  
 DATE

SUPERVISORS CERTIFICATION:

I certify that this Core Personnel Document is an accurate statement of the major duties, knowledges, skills, and a responsibilities, physical and performance requirements of this position and its organizational relationships. The po necessary to carry out government functions for which I am responsible. This certification is made with the knowle this information is to be used for statutory purposes relating to appointment and payment of public funds and that misleading statements may constitute violations of such statutes or their implementing regulations.

SUPERVISOR:

 COL USAF  
 SUPERVISOR SIGNATURE

7 Feb 2001  
 DATE

CERTIFICATION:

Rater/Supv.				
Date				
Reviewer				
Date				
Employee*				
Date				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

NSPS- effective 10-15-06  
 IAW DOD (1400.15M (4-28-06)

Employee's performance plan is superseded by  
 NSPS guidelines and is documented on DOD Form 2906

---

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

The primary purpose of this position is: to serve as a command expert on legislative affairs on the USCINCTrans' Action Group as a member of the Legislative Affairs Team. As outlined in the Group's charter, this team serves as the single point of contact for USCINCTrans' congressional activities and performs as the central point of contact for component legislative activities. The purpose of this position is to serve as a Legislative Affairs Specialist, on the oversight team for the relationship between USTRANSCOM and Congress. The incumbent operates as a command expert and key advisor regarding Congressional matters. Functions as the technical authority for the command on Congressional relations and the preparation and presentation of testimony before Congress.

The organizational location of this position is: United States Transportation Command, ~~Washington DC~~  
~~Washington DC~~, Scott Air Force Base, IL, TCCC-LA li  
or Washington DC.

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

The organizational goals or objectives of this position are: to provide USCINCTrans(CINC) the highest level of visibility on critical mobility programs on Capitol Hill and prepare the CINC for personal appointments, Congressional Hearings and Testimony, using an array of tools to ensure crucial Defense Transportation System (DTS) issues are appropriately related to the Congress of the United States.

---

**DUTY 1:** Provides expert advice to the CINC and directly prepares the CINC to give testimony to Congress. Serves as an expert advisor to the CINC and DCINC relative to the preparation and presentation of testimony before various Congressional Committees and Subcommittees. Accompanies the CINC during annual posture hearings. 35 % Critical

Serves as key liaison for senior USTRANSCOM staff visits to Capitol Hill. Drafts opening statements. Compiles responses to Questions for the Record (QFR) and Inserts for the Record (IFR) following testimony presented by the CINC. Drafts Congressional Background Papers. Coordinates with OSD, Joint staff, and Services staffs on issues related to CINC/DCINC testimony. Provides expert guidance, leadership, and direct taskings to over 500 field-grade officers and civilian equivalents during hearing cycle preparation. Evaluates the content of new or modified legislation for projected impact upon USTRANSCOM's programs or resources. Translates basic legislation into USTRANSCOM goals, actions and services. Prepares recommendations for legislation to change the way programs are carried out. Drafts Congressional correspondence and telephonic information sheets for CINC/DCINC. Provides expert advice and guidance to action officers on USTRANSCOM staff on the preparation of opening statements, QFR's, IFR's, Congressional background papers, Congressional correspondence, and telephonic information sheets. Accompanies and provides member specific advice and counsel to the CINC during testimony before Congressional committees and subcommittees. Provides staff oversight for the command concerning all issues and activities relating to the Congress and Congressional testimony. Tracks Congressional budget actions and assesses their impact on vital Defense Transportation System issues. Disseminates key information to USTRANSCOM staff and component staffs, and develops potential strategy to overcome legislative/political hurdles. Applies principles, theories, concepts, and practices in new or novel ways to solve problems where no clear precedents exists. Analyzes and evaluates DOD procedures, policies and other issues related to Congressional actions. Identifies, coordinates, and resolves controversial or key issues and problems related to USTRANSCOM and other governmental agencies in a timely manner. Evaluates proposals from subordinate activities or headquarters elements and works with other staff elements, and advises high ranking officials at all organizational levels regarding the Defense Transportation System and Congress. Prepares various written reports and makes presentations at meetings and conferences in accordance with specifications. Work requires continued study and research to ensure understanding of the dynamic legislative process.

---

**STANDARDS:**

- A. Typically, provides succinct and accurate information to the CINC and DCINC in preparation for Congressional testimony. Prepares appropriate recommendations for answering complex, wide ranging responses to challenging questions in a volatile, high-pressure environment.
- B. Consistently displays highest standards of decorum in escorting CINC, DCINC and other USTRANSCOM Flag Officers to meetings on Capitol Hill and to other engagements involving Congressional members and staff.
- C. Promptly compiles responses to Questions for the Record (QFR) and Inserts for the Record (IFR) following Congressional testimony presented by the CINC, DCINC, or USTRANSCOM Flag Officers. Develops effective, concise opening statements for Congressional hearings and edits background and point papers from the entire USTRANSCOM staff and component staffs for use by the CINC, DCINC, and USTRANSCOM Flag Officers.
- D. Ordinarily develops clear, unambiguous tasking guidance to over 500 USTRANSCOM and component field-grade officers and civilian equivalents to prepare CINC, DCINC and USTRANSCOM Flag officers for Congressional testimony and to respond to direct requests by Congressional members and staffs.
- E. Routinely establishes and maintains effective communications with Congressional offices.
- F. Usually prepares comprehensive, insightful summaries of significant Congressional activities relating to USTRANSCOM issues and positions.

KSA: 1, 2, 3, 4, 5, 6, 7, 8, 9

---

**DUTY 2: As a USTRANSCOM expert on Congressional and legislative matters, provides direction and leadership in developing and executing the USTRANSCOM Congressional strategy. 30 % Critical**

As a command legislative expert and key theater advisor to the CINC and DCINC on the legislative process, Congressional initiatives, and strategies addresses critical issues and concerns of the House Senate, Congressional Committees and Subcommittees on behalf of USTRANSCOM. Identifies key Senators, Congressmen, and other key players and critical contacts in the legislative process to enable USTRANSCOM to effectively interact on legislative issues of primary importance to the command. Develops the USTRANSCOM Congressional Game Plan for USTRANSCOM. Briefs the CINC, DCINC and others on specific aspects of this key strategy document. Plans, organizes, and directs team study work and negotiates effectively with management on the best strategies, to accept and implement recommendations. Analyzes proposals that involve substantial USTRANSCOM resources, or may be in conflict with the desires of the command or area studied. Analyzes a wide variety of complex information and issues pertaining to legislation, members of Congress, and other related matters. Maintains close interface with the legislative liaison offices of OSD, the Joint Staff, and the services regarding the USTRANSCOM Congressional Game Plan. Measures and evaluates the content of new or modified legislation for projected impact upon USTRANSCOM programs or resources.

**STANDARDS:**

- A. Typically develops comprehensive USTRANSCOM Congressional strategy, incorporating inputs from USTRANSCOM staff and components.
- B. Accurately identifies key Congressional members and staff to clearly communicate USTRANSCOM needs for each legislative cycle.
- C. Annually drafts the USTRANSCOM Congressional Game Plan and succinctly briefs CINC, DCINC and other selected members of the USTRANSCOM staff.

DATE:



---

D. Routinely provides timely, accurate analysis of a wide variety of legislative issues and their relationship to key USTRANSCOM programs and positions.

E. Frequently establishes and maintains effective liaison with legislative offices of OSD, the Joint Staff, and the services.

KSA: 1, 2, 3, 4, 5, 6, 7, 8, 9

---

**DUTY 3: Conducts in-depth research and detailed analysis of congressional marks, bills, and reports of interest to USTRANSCOM such as Appropriations, Authorizations, and Military Construction Bills. 25 % Critical**

Interprets all House, Senate, and Conference marks, bills, and reports that have an impact on USTRANSCOM. Provides information and language contained in the documents to the CINC, DCINC, and all interested USTRANSCOM staff offices for information and action. Conveys information concerning legislation that impacts complex USTRANSCOM programs that affect commands, bases and installations worldwide. Provides oversight and editing of appeals for submission to the Joint Staff and OSD concerning legislation of concern to the command. Serves as an expert advisor and consultant to the component commands. Is knowledgeable of the relationships other programs and key administrative support functions within the services, USTRANSCOM, and component commands.

**STANDARDS:**

A. Normally analyzes the impact of policy on current procedures, practices, and systems on the implementation of reengineering transportation and financial processes.

B. Promptly provides appropriate policy interpretation and guidance for implementing fiscal policies as they pertain to the implementation of reengineering transportation and financial processes.

C. Effectively represents the DOD agency, military component, or activity in the application of these policies and/or procedures. Typically deals with officials within and outside of the normal chain of command.

KSA: 1, 2, 3, 4, 5, 6, 7, 8, 9

---

**DUTY 4: As a legislative expert identifies key Congressional staff members and DOD Legislative Affairs personnel for visits with senior leadership from USTRANSCOM and its components. 25 % Critical**

Coordinates activities for all Congressional Delegations (CODELS) and Staff Delegations (STAFFDELS) involving USTRANSCOM personnel. Coordinates travel itineraries for CODELs and STAFFDELS with OSD, Joint Service staffs and Component staffs. Facilitates Congressional and Staff visits. Identifies topics of interest and develops or arranges for briefings. Performs other duties as assigned.

**STANDARDS:**

A. Generally uses knowledge of management analysis principles to conduct a thorough analysis to use for non-recurring studies/reports.

B. Typically prepares and submits reports that are both timely and accurate.

KSA: 1, 2, 3, 4, 5, 6, 7, 8, 9

---

---

**Other significant facts pertaining to this position are:**

1. This position requires the employee to occasionally travel away from the normal duty station.
  2. The employee must be willing and able to travel on military and commercial aircraft.
  3. The employee must obtain and maintain a Top Secret clearance.
- 

**RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA):**

1. Expert knowledge of the legislative and congressional process and procedures.
  2. Thorough knowledge of USTRANSCOM plans, programs, policies, and operations.
  3. Thorough knowledge of DoD Planning, Programming and Budgeting System.
  4. Thorough knowledge of military command structures and relationships between USTRANSCOM, Air Force, Army, Navy, DoD, Other Government, and private agencies.
  5. Knowledge of National Security Strategy, National Military Strategy, and USTRANSCOM strategic plans.
  6. Knowledge of USTRANSCOM and component command program goals and objectives, the sequence and timing of key operational events and milestones and the methods of evaluating the effectiveness of planning actions related to actual events and the impact of legislative decisions.
  7. Strong ability to communicate orally.
  8. Strong ability to communicate in writing.
  9. Expert ability to plan, organize work, and meet deadlines.
- 

**CLASSIFICATION FACTORS:****Factor 1, Knowledge Required By The Position**

Level 1-8 1550 Points

--Expert knowledge of Legislation and Congressional Relations; the procedures and associated committee structure, sufficient to serve as a command legislative expert and key theater advisor to the CINC and DCINC on the legislative process, Congressional initiatives, and strategies addressing critical issues of the House Senate, Congressional Committees and Subcommittees on behalf of USTRANSCOM.

--Expert knowledge of the authorizing and appropriating processes of the defense and other governmental agency budgets; the importance and meaning of each legislative step in the process; who the key players are; where and when opportunities arise for influencing the process; the various sources of documentation of the process as it is carried out; how and when such documentation becomes available; and how to use the documentation and extract information relevant to the command.

--Mastery knowledge and understanding of the relationship between USTRANSCOM, Air Force, Army, Navy, DoD and other government and private agencies.

--Comprehensive knowledge of the range of the administrative laws, policies, regulations and precedents applicable to important USTRANSCOM programs (some of, which are international in scope).

--Knowledge of DoD and services program goals and objectives, the sequence and timing of key Congressional events, milestones and methods of evaluating the worth of program accomplishments.

--Requires knowledge of relationships with other programs and key administrative support functions within the agency and in other agencies.

--Mastery of the advanced management and organizational principles and techniques and practices along with a comprehensive knowledge of planning, programming, and budgeting processes, and a thorough knowledge of the military command's planning, acquisition, and management process to analyze the long range impact of legislation on broad program policies and objectives.

--Knowledge of military commands structures, missions, programs and organizational relationships plus a thorough knowledge of the legislative process to evaluate the impact of legislation on complex USTRANSCOM and component commands programs, functions, or missions.

--Knowledge is applied in preparing recommendations for legislation to change the way programs are carried out; in evaluating the content of new or modified legislation for projected impact upon agency programs and resources; and/or translating basic legislation into program goals, actions, and services.

--Skill to plan, organize and direct team study work and to negotiate effectively with management to accept and implement recommendations, where the proposals involve substantial agency resources, require extensive changes in established procedures, or may be in conflict with the desires of the activity studied.

--Detailed knowledge of USTRANSCOM's organization and staffing procedures to include interface with its component commands, in order to identify organizations and offices that would have interest in or responsibility for issues of particular congressional interest.

--Comprehensive knowledge and advanced skill in the use of analytical and evaluative methods in order to explore and fully present the many facets of legislative issues; provide leadership, guidance, and direction to the Command Legislative Affairs Program and to address highly complex issues having long-range impact on the command. In conjunction with the functional area experts, formulates strategies to gain support for USTRANSCOM programs at issue with Congress.

--Proficient writing skills to develop correspondence, background papers, for Congressional and other documents for submission to the CINC, DCINC, Directors, and others. A high degree of expertise in oral communication to present strategies and briefings, opening statements, for the purpose of disseminating complex information to a variety of high level officials such as the CINC, DCINC, and Congressional staff members.

## Factor 2, Supervisory Controls

Level 2-4 450 Points

Reports to the Division Chief, <sup>Legislative Affairs</sup> ~~CINC Action Group~~, the employee and supervisor develop a mutually acceptable project plan which typically includes the identification of the work to be done, the scope of the project, and deadlines for its completion. The incumbent independently plans and organizes the work, coordinates with staff and line management, and conducts all phases of the project. Keeps the supervisor advised of issues, which may become controversial with widespread impact. Completed work is reviewed only from an overall standpoint in terms of effectiveness in achieving objectives.

## Factor 3, Guidelines

Level 3-4 450 Points

Guidelines consist of regulations, directives, general administrative policies and management and organizational theories that require considerable adaptation and or interpretation for application to legislative issues and problems studied. At this level, the administrative policies and precedent studies provide a basic outline of the results desired, but because they do not go into detail as to methodologies to accomplish a project, the incumbent must use resourcefulness and initiative in developing methodologies and approaches in carrying out legislative affairs activities.

Within the context of broad regulatory guidance, the employee may refine or develop more specific guidelines and use judgement in choosing, interpreting or adapting such precedents to specific use, or subjects being examined and judge when existing guidelines and/or precedents are so inappropriate or inadequate that further guidance should be sought or independently developed. The employee exercises resourcefulness and initiative in using different approaches and strategies in handling, both directly and consultatively, new or unique issues or situations requiring variations of methods, strategies or new policies dealing with evolving situations or changing emphasis.

**Factor 4, Complexity****Level 4-5****325 Points**

The incumbent plans and provides leadership and direction for the USTRANSCOM Congressional and legislative program. This work involves varied duties requiring analysis of interrelated issues of effectiveness, efficiency, and productivity affecting major administrative programs of an agency. The incumbent develops recommendations for improving the program based on in-depth analysis and evaluation of legislative intricacies as related to command operations and activities. The work requires the assessment of major areas of uncertainty, continuing program changes, and conflicting needs. The incumbent provides detailed and subtle information to CINCTRANS on specific members of Congress in preparation for office calls and telephone communications, illuminates key legislative issues that may be harmful to USTRANSCOM, and furnishes guidance to the USTRANSCOM staff on how to best handle adverse developments which could negatively impact USTRANSCOM. This work involves originating new approaches and developing new information. Makes decisions about how to proceed in planning, organizing and developing strategies which are complicated by various program goals and objectives which may derive from changes in legislative guidelines, policies, etc. and/or variations in the demand for program services. Also makes decisions regarding what needs to be done including determining the type of approach to use in gaining understanding from various offices throughout USTRANSCOM and the component commands, develops or modifies methodologies in achieving goals and evaluating Congressional feedback while considering the conflicting and divergent views on many programs and policies held by the DoD, other government and commercial offices. The work also requires developing new methods to obtain a broad range of expert input from among opposing viewpoints and synthesizing the data to develop consensus recommendations that will further USTRANSCOM and its component command goals and missions. Options, recommendations, and conclusions developed by the employee take into account and give appropriate weight to uncertainties about legislative issues and other variables that affect long-range program performance. The employee must plan, coordinate, integrate, and implement the command's congressional strategy to support and integrate complex and widely varying missions. Develops innovative solutions and implements instructions for new policies and procedures.

**Factor 5, Scope and Effect****Level 5-5 325 Points**

The purpose of this position is to analyze and evaluate major administrative aspects of substantive, mission-oriented programs, plan and execute the legislative program to convey information, garner Congressional support, and influence Congressional opinions so that legislation and funding levels will allow accomplishment of the goals and objectives of USTRANSCOM. This position provides direction and expert technical advice in supporting USTRANSCOM and its component commands legislative and Congressional programs and policies that will assume that resources are used properly and preserved. The work involves identifying and developing ways to resolve problems or cope with legislative issues, which directly affect the accomplishment of principal program goals and objectives. The employee will perform research, provide authoritative information, and analysis of USTRANSCOM policy questions or legislative proposals, summarize alternatives for consideration by policymakers and prepare written materials that explain and interpret complex policies and functions of USTRANSCOM. This work has a profound affect on the adequacy and effectiveness of critical USTRANSCOM programs and operations. It affects the work of other experts within the theater and the development of major aspects of the command mission through analytical reports, posture statements, legislative summaries, written and oral communication. The work aids the policy making activity of USTRANSCOM by defining the impacts of the various alternatives to a given problem or legislative proposal. The employee identifies, evaluates and makes recommendations concerning legislative activities having an impact on USTRANSCOM and Defense Transportation System issues. This information is used by the entire command in determining the impact of Congressional Issues. The degree of success in carrying out the

DATE:

---

entire legislative affairs program affects the image, its programs and missions of USTRANSCOM, its component commands, bases, and installations worldwide.

**Factor 6 & 7, Personal Contacts/Purpose of Contacts****Level 3-C 180 Points**

The incumbent works directly with the CINC, DCINC, Directors, USTRANSCOM action officers, Congressional members and staff, OSD, and Joint Staff and Service action officers. Incumbent is considered an expert and the principal point of contact for the command on matters relating to legislative and Congressional affairs. Serves as a key advisor to CINC, DCINC, and USTRANSCOM Flag and General Officers regarding all Congressional Matters. The primary purpose of contacts is to advise or represent the command on Congressional matters pertinent to USTRANSCOM. The incumbent frequently encounters resistance such as skepticism and lack of cooperation. This requires that the incumbent use negotiation and persuasion.

**Factor 8, Physical Demands****Level 8-1 5 Points**

The work is primarily sedentary, although employee will accompany USCINCTrans and the DCINC during Congressional hearings and visits to Washington which involves using various modes of transportation ranging from aircraft to walking/climbing stairs. During these visits and/or hearing preparation, the employee could be required to handcarry briefing charts, boxes of briefing materials or other similar documents throughout the Washington area. The incumbent may be required to accompany Congressional visitors to USTRANSCOM or other local facilities.

**Factor 9, Work Environment****Level 9-1 5 Points**

The work is primarily performed in an office setting. Normal safety precautions are required. The work requires travel primarily to Washington, D.C but may also include other areas.

---

**CLASSIFICATION SUMMARY: 1-8, 2-4, 3-4, 4-5, 5-5, 3-C, 8-1, 9-1**

GS-13 Point Range: 3155 - 3600

Total Points: 3290

**CLASSIFICATION STANDARD(S) USED:** Administrative Analysis Grade Evaluation Guide, Aug 1990, TS-98;

OPM FES, Position Classification Standard for the Misc. Admin &amp; Program Series, GS-301, Jan 1979.

DATE:

---

This position is being reviewed because of a request from management, additional duties and responsibilities have been added to the position.

The GS-301 series includes positions the duties of which are to perform, supervise, or manage nonprofessional, two-grade interval work for which no other series is appropriate. The work requires analytical ability, judgment, discretion, and knowledge of a substantial body of administrative or program principles, concepts, policies, and objectives. The purpose of this series is to cover two-grade interval work, which is not elsewhere classifiable. The essential criteria for classifying positions in this series are (1) that the primary work of the position is of an administrative, two-grade interval nature; and (2) that the primary work of the position is not classifiable in any other series. Positions classified in the Miscellaneous Administration and Program Series, GS-301, involve specialized work for which no appropriate occupational series has been established.

This position is comprised of a variety of work that is not classifiable to any of the series. This position includes work as a legislative and congressional expert and serves as a point of contact on congressional and legislative issues, concerns and decisions that impact USTRANSCOM, and its component commands. Because this position does not have a specific series and because no other series is appropriate the GS-301 is selected.

There are no prescribed titles in the GS-0301 Series. The position title should communicate an immediate understanding and identification of the job. It should be short and meaningful and generally descriptive of the work performed. These are the most important considerations that should be used in selecting the title as described in the Introduction to the Classification Standards. Because there are no titles specified in this series, a constructed title that is descriptive of the duties involved in this position is Legislative Affairs Specialist. A cross comparison to the AAGEG was used to evaluate the position. See the factors contained in the coredoc.

Conclusion: Legislative Affairs Specialist, GS-0301-13.

USTRANSCOM Legislative Affairs Specialist GS-13 Mimi Iacono

---



# AIR FORCE STANDARD CORE PERSONNEL DOCUMENT (SCPD)

ORGANIZATION: USTC/TCJ6-G SCPD NUMBER: 9S42889 (b)(6)  
 SUPV LEVEL CODE: 5 COMP LEVEL CODE: ~~K78N~~  
 TARGET GRADE: ~~T3~~ 4A-02 FLSA: Exempt  
 DRUG TEST: NA CAREER FIELD ID: C  
 SENSITIVITY: Noncritical Sensitive CENTRALLY MANAGED TYPE: 2  
 EMERGENCY ESS: NA BUS: 8888  
 KEY POSITION: NA POSITION HIST: Replaces 9S39342

CLASSIFICATION: Program Analyst. ~~GS-0343-T3~~ 4A-343-02 Caw 10-9-06  
 DUTY TITLE: Program Analyst

ORG & FUNC CODE: DPY  
 1ST SKILL CODE: 35% ARLPLN Program Analysis/ Planning  
 2ND SKILL CODE: 35% BCURWE Program Analysis/ Programming  
 3RD SKILL CODE: 30% CSA Cost Analyst

DEVELOPED AND CLASSIFIED BY THE AIR FORCE SCPD LIBRARY, 8/12/99

CLASSIFICATION CERTIFICATION: SCPD adequately and accurately reflects the local work situation to meet classification, staffing, and performance management purposes.

*Carol S. Wadley*  
 CLASSIFIER'S SIGNATURE

27 JUN 06  
 DATE

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

*Gary D. Hetland*  
 SUPERVISOR'S SIGNATURE GARY D. HETLAND

20 JUN 06  
 DATE

## PERFORMANCE PLAN CERTIFICATION:

Rater/Supv.				
Date				
Reviewer				
Date				
Employee*				
Date				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

Incumbent is required to file an OGE Form 450, Confidential Financial Disclosure Report, upon appointment and will be required to file annually.

NSPS-  
 LAW DOD 1400.25M (4-28-06):  
 Employee's performance plan in this PD is superseded by NSPS guidelines, and is documented on DOD form 2906

BUS CODE: Position is exempt from the bargaining unit IAW 5 USC, Chapter 71, para 7112(b)(1)- MANAGEMENT OFFICIAL

312 7/31/06



**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

The primary purpose of this position is: to serve as lead program analyst in the Global Transportation Network Program Management Office (GTNPMO), applying financial management skills to plan, organize, and determine necessary policies, regulations, directives, programs, doctrine, and procedures for the establishment and maintenance of assigned United States Transportation Command (USTRANSCOM) programs.

The organizational location of this position is: USTRANSCOM, GTNPMO, Programs Branch, Program Control Team, Scott AFB IL.

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

The organizational goals or objectives of this position are: to provide authoritative guidance and leadership in the areas of Transportation Working Capital Fund (TWCF) resource management and acquisition policy and procedures. Develop and implement sound policy and procedures for the programming, planning, and effective utilization of GTNPMO TWCF resources within USTRANSCOM. Establish within the prime contractors' management systems, the metrics and reporting frequencies necessary to monitor and control the contractors' satisfactory progress (i.e., schedule and performance). Analyze what trends the metrics indicate, and to effect changes within the programs as indicated by the trends.

**DUTY 1:**

35%

Critical

Exercises interoperability and responsibility over the GTNPMO program long-range fiscal planning, which involves organizing, directing, controlling, and evaluating the use of resources including contractor support, materials, facilities, and money within overall command authority and constraints. Accomplishes Department of Defense's (DOD's) Planning, Programming Budgeting System (PPBS) program objectives as identified in the USTRANSCOM Chief Information Officer (CIO) Concept of Operations (CONOPS), the USTRANSCOM Strategic Plan, and applicable Joint Chiefs of Staff (JCS) directives. Resolves day-to-day funding and programming issues as they pertain to the execution of the current fiscal year budget and the programming of the Future Years Defense Plan (FYDP). Ensures the successful fiscal resource management of GTNPMO programs from the documentation phase through the engineering, logistics, construction, installation, and test and evaluation phases. Analyzes and evaluates GTNPMO issues for the Commander during all phases of the DOD PPBS process to include evaluation and response to Office of the Secretary of Defense (OSD) issued Program Budget Decisions (PBDs). Prepares rationale for the development of Major Budget Issues (MBIs) as required. Completes in-depth analysis of program status, program decisions, and budget decisions to keep major GTNPMO programs on track. Develops strategies and supporting rationale for USTRANSCOM input to the Program Decision Memorandum (PDM), FYDP, the Program Objectives Memorandum (POM), Budget Estimate Submissions (BES), etc., for GTNPMO programs. Serves as advisor and consultant for GTNPMO programs in the areas of PPBS management as it relates to GTN long-range planning, programming, and budgeting. Provides authoritative advice and assistance on complex, technical, controversial, and precedent-setting matters to improve the overall GTNPMO program management effort. Analyzes the effect of high-level programming and budget decisions (e.g., JCS, Services, OSD) on overall GTNPMO programs/processes. Defends recommendations to higher levels of management as necessary. Ensures analyses of these issues adequately addresses the Commander's priorities and concerns. Directs the tracking of financial status of GTNPMO programs as they appear in the POM, OSD PBDs and the President's Budget.

**STANDARDS:**

- A. Routinely ensures the comprehensive resource planning process is accurately formulated, developed, and implemented in a timely manner.
- B. With few exceptions, accurately assesses all pertinent issues found during the review of technical data, strategy concepts, and other information relative to development of plans and programs within the GTNPMO. Normally provides timely and accurate advice and guidance as required.
- C. Typically ensures that plans and projects are coordinated with other offices and activities within USTRANSCOM, and outside agencies having an interest in the area of assignment.

KSA: 1, 2, 3, 4, 5, 6, 7, 8, 9

---

**DUTY 2:****35%****Critical**

Controls all GTNPMO financial resources, including budget planning and programming, and tracks obligations and expenditures. Monitors internal GTNPMO processes and efficiencies in order to maximize effectiveness. Programs represent over 50% of USTRANSCOM's annual expenditures for information technology development and sustainment; lifecycle cost of the programs is three-quarters of a billion dollars. Interfaces with USTRANSCOM J3, J6, and J8 budget managers to ensure GTNPMO budget projections are accurate and timely, and are submitted IAW the USTC CIO's Program Review Panel (CPRP) and all applicable TWCF procedures. Identifies non-standard or emerging operational requirements, assesses impact on assigned programs, and develops recommendations. Analyzes problems created by the incompatibility of future programs and initiates corrective action. Relying on available data, searches a variety of sources to select the information appropriate to the task, taking care to verify the relevancy, adequacy, sustainability, attainability, accuracy, and completeness of the information and recommendations. Guidelines require considerable adaptation and/or interpretation for application to issues and problems. Actively participates in strategic planning to improve organizational direction and focus using strategic planning tools and techniques. Prepares detailed plans, budgets, and schedules for assigned major programs and/or participates with management in fiscal planning. Responsible for integrating requirements into the annual fiscal programs, e.g., Program Objective Memorandum (POM). Provides support and advice on reprogramming of funds and funding levels due to manpower or other changes. Assists the organization by evaluating modifications to existing plans in response to changing environments. Performs a broad range of operational and developmental program analysis assignments entailing unique problems, creativity, innovative use of techniques, advanced approaches, and /or new technologies. Provides insight into the contractors' performance through analysis of Earned Value Management data, Work Breakdown Structure, and Program Schedule management to recommend/take appropriate compensatory measures as required. Serves as the GTNPMO's single point of contact to the Air Force Cost Estimating Agency and to the Program Executive Officer's (PEO's) budget management panels, to gain approval for Acquisition Strategies, and to comply with various statutory and other requirements, like the Clinger-Cohen Act, the Defense Information Infrastructure Common Operating Environment, and the Net-Centric Enterprise Services guidelines.

**STANDARDS:**

- A. With few exceptions, accurately documents planning and program development and produces well thought out and developed proposals and conclusions in a timely manner.
- B. Typically provides effective complex support services as they pertain to assigned programs or projects.
- C. Routinely provides effective advisory services in financial actions to support changing environments.

KSA: 1, 2, 3, 4, 5, 6, 7, 8, 9

---

**DUTY 3:****15%****Critical**

Oversees all aspects of Advisory and Assistance Service (A&AS) contractors and Federally Funded Research and Development Center contractors. Serves as the Contract Officer Technical Representative (COTR) for all contractors assigned to GTNPMO and as COTR for all FFRDC contractors at HQ UWTC. Administers the FFRDC program through Procurement Directorate at Electronics Systems Center, Hanscom AFB, MA.

**STANDARDS:**

- A. Plans and coordinates all phases of the acquisition process involving GTNPMO contractors, which in most cases is effectively accomplished. Oversight usually ensures proper preparation and timely support of acquisition packages (to include PWSs, Technical Evaluation Criteria, bid schedules, etc). Ensures initiation, receipt analyses,

coordination, and incorporates recommended modifications to the solicitation package to ensure technical accuracy, in most all instances.

B. With rare exception, effectively plans and oversees the conduct of research and analytical studies, development of specifications, justifications, and economic analyses in support of selection and acquisition actions.

C. With few exceptions, accurately prepares and staffs annual Military Interdepartmental Purchase Request packages to commit and obligate resources to fund A&AS and FFRDC contracts.

KSA: 1, 2, 3, 4, 5, 6, 7, 8, 9

---

**DUTY 4:****10%****Critical**

Prepares position papers and presents oral presentations such as briefings, training sessions, consultations, and strategy sessions with other staff service functions and activities to secure cooperation, resolve controversial matters, and convey information relative to proposed changes in assigned program(s); many of which are highly subjective and not readily susceptible to verification until actual operational situations are encountered. Represents the GTNPMO on DOD working groups, steering groups, and other meetings, conferences, etc. May chair such groups or meetings when the meeting is in the incumbent's area of assignment. Hosts meetings to discuss/resolve controversial operational and planning concepts and other issues of common interest.

**STANDARDS:**

A. Generally prepares and presents effective comprehensive oral presentations in assigned area.

B. With rare exception, accurately reports results of studies, responds to queries in a timely manner, and prepares acceptable justification and background papers on the technical aspects of assigned plans and projects.

C. Almost always, effectively represents the organization and command with professionalism.

KSA: 1, 2, 3, 4, 5, 6, 7, 8, 9

---

**DUTY 5:****5%****Critical**

Maintains continuous liaison with other service headquarters counterparts, Air Staff, DOD offices, financial management, legal, policy, contractors, and oversight counterparts to ensure efficient/effective program execution. Develops and prepares correspondence and other documentation, i.e., formal letters, position papers, reports, responses to queries, staff studies, staff summary packages, briefings, charts, bullet background papers, etc., on the technical aspects of areas of expertise and assignment. Prepares and approves GTNPMO financial, budgetary, risk, and program schedule portions of quarterly In-Process Reviews presented to USTRANSCOM Deputy Commander, USTRANSCOM senior staff, Joint Staff, and PEO.

**STANDARDS:**

A. Typically establishes and maintains effective and professional liaison with counterparts at all levels within Air Force and other agencies.

B. Effectively and professionally establishes and maintains dialogue/information exchange with GTNPMO prime contractors, with few exceptions.

C. Routinely reports results of studies, analyses, and evaluations accurately to counterparts.

KSA: 1, 2, 3, 4, 5, 6, 7, 8, 9

**RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA):**

1. Comprehensive knowledge of the principles, policies, and practices of the substantive nature of the agency/command mission, functions, programs and activities; policies, goals and objectives, management principles and processes.
2. Expert knowledge of a wide range of qualitative and/or quantitative methods for the assessment and improvement of joint level plans and programs, and strategic planning.
3. Knowledge of USTRANSCOM, Air Force, DOD, and Joint policies, procedures, and schedules for developing POMs, BES, and financial plans. Knowledge of defense acquisition processes and PPBS relative to information technology (IT) system development and funding. Knowledge of the relationship of the various DOD organizational entities involved in overall planning and execution of the GTNPMO mission and the way the PPBS process supports it. Skill in developing budget forecasts, cost projects, financial exhibits, unfunded requirements justifications, POM narratives, offsets and disconnects, reclaims, and issue papers, and skill with executing an annual budget.
4. Knowledge of managing IT systems, services, and vendors, and acquisition regulations, practices, procedures, and of the use of IT practices and concepts in supporting the GTNPMO mission.
5. Ability to plan, organize, and lead others in studies or projects and to negotiate effectively with management to accept and implement recommendations, where proposals involve substantial resources, and require extensive changes in established concepts and procedures.
6. Ability to gather, assemble, and analyze facts, draw conclusions, conduct analysis, devise recommended solutions, and package the entire process in briefings, papers, or reports suitable for top management use for decision-making.
7. Skill in fact-finding, contract analysis and pricing techniques, problem resolution, and development of concrete action plans to solve problems.
8. Knowledge of Contract Officer Technical Representative duties relating to numerous support contracts and dozens of support contractors within the GTNPMO, as well as all Federally Funded Research and Development Center contractors (MITRE) for all USTRANSCOM.
9. Skill in applying manpower and human resources management techniques, regulations, guidelines, directives, practices, and requirements.
10. Ability to communicate effectively, both orally and in writing, negotiate complex issues, and maintain good working relationships.

---

**CLASSIFICATION CRITERIA:****Factor 1, Knowledge Required By The Position**

Level 1-8

1550 Points

--Comprehensive knowledge of the principles, policies, and practices of the substantive nature of the agency/command mission, functions, programs and activities; policies, goals and objectives, management principles and processes to serve as the senior program analyst in long range planning which involves organizing, directing, controlling, and evaluating the use of resources, such as in-house manpower and human resource management, contractor support, materials, facilities, and money.

-- Expert knowledge of a wide range of qualitative and quantitative methods for the assessment and improvement of joint level plans and strategic planning for logistics operations management.

-- Knowledge of military command structure, missions, programs, and organizational relationships and program goals and objectives, the sequence and timing of key operational events and milestones, and methods of evaluating the effectiveness of planning actions as related to actual events.

-- Knowledge of the various command entities involved in overall planning and execution of operations and evaluations.

-- Ability to plan, organize, and develop studies or projects, and to negotiate effectively with management to accept and implement recommendations, where the proposals involve substantial resources, and require extensive changes in established concepts and procedures.

-- Skill in designing and conducting comprehensive studies, and developing solutions to broad, important, and severe command operational and contingency areas.

**Factor 2, Supervisory Controls**

Level 2-4

450 Points

Within a framework of priorities, funding, and overall project or program objectives, the employee and supervisor develop a mutually acceptable project plan that typically includes identification of the work to be done, the scope of the product, and deadlines for completion. Within the parameters of the approved plan, the employee plans and organizes the project, estimating costs and funding, coordinating with staff and line management personnel, and conducting all phases of the project. This frequently involves the definitive interpretation of regulations and study procedures, and the initial application of new methods. The employee informs the supervisor of potentially controversial findings, issues, or problems with widespread impact. Completed organizational goals, guidelines, and effectiveness in achieving intended objectives. Completed work is also reviewed critically outside the employee's immediate office by staff and line management officials whose programs would be affected by implementation of the recommendations.

**Factor 3, Guidelines**

Level 3-4

450 Points

Guidelines consist of general administrative policies and management and organizational theories that require considerable adaptation and/or interpretation for application to issues and problems studied. Policies and precedents provide a basic outline of the results desired, but do not go into detail as to the methods used to accomplish the project. Guidelines require considerable judgment and adaptation to tailor the guidelines to specific command unique requirements. Guidelines require considerable judgment and adaptation to tailor the guidelines to specific command unique requirements. Within the context of broad regulatory guidelines, the employee must typically refine and develop more specific guidelines to complete the required planning and programming requirements unique to the Command and Joint Staff.

**Factor 4, Complexity**

Level 4-5

325 Points

The work consists of projects and studies, which require analysis of interrelated issues of effectiveness, efficiency, and productivity of substantive specific command unique programs. Typical assignments require developing detailed plans, goals, and objectives for long-range implementation of the program. Decisions about how to proceed in planning, organizing, and conducting studies are complicated by conflicting program goals and objectives which may derive from changes in legislative or regulatory guidelines, productivity, and/or variations in the demand for program services. Assignments are further complicated by the need to deal with subjective concepts such as value judgments; the quality and quantity of actions that are measurable primarily in predictive terms; and findings and conclusions are highly subjective and not readily susceptible to verification through replication of study methods or reevaluation of results. Options, recommendations, and conclusions developed by the employee take into account and give appropriate weight to uncertainties about the data and other variables that affect long-range program performance. The employee must plan, coordinate, integrate, and implement the command's plans to support operational requirements, integrating complex and widely varying mission requirements. Develops innovative solutions and implements instructions for new policies and procedures.

**Factor 5, Scope and Effect**

Level 5-4

225 Points

The purpose of the work is to assess the productivity, effectiveness, and efficiency of major program operations and analyze and resolve problems in the staffing, effectiveness, and efficiency of programming objectives. Work involves establishing criteria to measure and/or predict the attainment of program or organizational goals and objectives. The work contributes to the improvement of productivity, effectiveness, and efficiency in program operations within the command. Work affects the plans, goals, and effectiveness of missions and programs at the various echelons or locations. The work involves identifying and developing ways to resolve problems or cope with issues, which directly affect the accomplishment of specific command unique goals and objectives. Takes into consideration such factors as cost-effectiveness, attainment of operational goals and objectives, and rules of engagement. Recommendations contribute to the optimum organization and distribution of functions, organizational concepts, and staffing of programs and operations in assigned areas.

**Factor 6, Personal Contacts and Factor 7, Purpose of Contacts**

Level 6/7-3/c 180 Points

Contacts include counterpart officials in other MAJCOMS, contractors, and other command staff offices in a moderately unstructured setting. Contacts are also made with Air Force officials several levels above the incumbent when presenting program and plans briefings, etc.

The purpose of contacts is to influence managers or other officials to accept and implement findings or proposals. The employee may encounter resistance due to such issues as organizational conflict, competing objectives, or resource problems.

**Factor 8, Physical Demands**

Level 8-1 5 Points

Work is primarily sedentary, such as sitting comfortably. There may be some walking, standing, bending, and carrying of light items.

**Factor 9, Work Environment**

Level 9-1 5 Points

Most work is performed in a properly heated and ventilated, air conditioned, and well-lighted office setting.

---

Other significant facts pertaining to this position are:

1. May travel by military or commercial air to conferences, meetings, or other functions away from the duty site.
- 

**CLASSIFICATION SUMMARY:**

CLASSIFICATION STANDARD(S) USED: OPM Position Classification Standard for Management and Program Analysis Series, GS-343, TS-98, August 1990, (HRCD-6, January 1999); and OPM Administrative Analysis Grade Evaluation Guide, TS-98, August 1990, (HRCD-6, January 1999).

FACTOR LEVELS AND POINTS: 1-8/1550, 2-4/450, 3-4/450, 4-5/325, 5-4/225, 6&7-3C/180, 8-1/5, 9-1/5

GS-13 Point Range: 3155-3600

Total Points: 3190

Grade: GS-13

Final Classification: Program Analyst, GS-0343-13



NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) POSITION DESCRIPTION																										
POSITION AND HIRING INFORMATION																										
1. POSITION NUMBER <b>9S43072</b>		2. POSITION TITLE <b>Program Analyst</b>			3. OCCUPATIONAL CODE <b>0343</b>																					
4. ORGANIZATIONAL TITLE <b>USTRANSCOM, TCJ8, Program and Budget Division, Program and TCC Budget Branch</b>		5. CAREER GROUP <b>Standard</b>	6. PAY SCHEDULE <b>YA</b>	7. PAY BAND <b>02</b>	8. TARGET PAY BAND <b>02</b>	9. OPM FUNCTIONAL CODE																				
10. DRUG TEST <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	11. BUS CODE <b>8888</b>	12. FAIR LABOR STANDARDS ACT <input type="checkbox"/> N <input checked="" type="checkbox"/> E 5 CFR 551.206			13. DOD SUPERVISORY STATUS & AF SL <b>5</b>																					
14. KEY/EMERGENCY ESSENTIAL <b>NA</b>	15. MOBILIZATION INDICATOR <b>C - Position required in mobilization and peacetime</b>		16. ENVIRONMENTAL/HAZARD DIFFERENTIAL <b>No</b>		17. CERTIFICATION REQUIRED <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO																					
18. POSITIVE EDUCATION REQUIREMENTS <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		19. LANGUAGE REQUIRED <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		20. LANGUAGE IDENTIFIER <b>NA</b>																						
21. FINANCIAL STATEMENTS REQUIRED <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		22. POSITION SENSITIVITY <b>Non-Critical Sensitive</b>		23. PAY POOL IDENTIFIER		24. LAUTENBERG/SMITH AMENDMENT <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO																				
<b>25. DUTIES</b> Applies program analysis knowledge and skills to support USTRANSCOM's Program Analysis & Financial Management Directorate's financial data collection, analysis and reporting efforts. Develops financial datamarts and utilizes on-line analytical processing (OLAP) tools. Analyzes and provides sound recommendations regarding the development of studies, policies and procedures affecting major Transportation Capital Working Fund (TWCF) business areas. Participates in the development and formulation of financial data management policies. Determines how metrics should be established and what they will represent. Analyzes data queries against several financial and operations database systems. Utilizes knowledge of financial, logistics and information systems to perform strategic command studies and analysis in support of senior command leadership, such as velocity performance metrics and financial and cargo movement trend analysis. Effectively uses knowledge of billing processes to analyze and evaluate plans for future systems. Makes sound recommendations to TCJ8 in meetings to devise new methods and measures to resource requirements. Performs multi-dimensional and statistical analyses in order to identify financial trends, formulate both short-range and long range forecasts, and provide performance metrics and historical data and workload reporting to senior management and applicable USTRANSCOM stakeholders. Works closely with TCJ8 budget analysts and managers. Uses knowledge of a variety of data systems to provide performance metrics. Interprets changes in DOD policy and federal law pertaining to objectives and operational requirements.																										
<b>26. POSITION'S ORGANIZATION</b> <b>USTC/TCJ8-B</b>																										
<b>27. POSITION OCCUPIED</b>  <b>COMPETITIVE</b>			<b>28. a. DUTY STATION (City - County - State Or Overseas Location)</b> <b>Scott AFB, Belleville, St. Clair County, IL</b> <b>b. GEOGRAPHICAL LOCATION CODE</b> <b>177835163</b>																							
<b>29. Core Competencies</b>  <b>Air Force Skill Codes:</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Percentage</th> <th>Skill Code</th> <th>Shred</th> <th>Subshred</th> <th>Literal Translation</th> </tr> </thead> <tbody> <tr> <td>50%</td> <td>ARL</td> <td>DTS</td> <td></td> <td>Program Analysis, Data Systems</td> </tr> <tr> <td>25%</td> <td>ARL</td> <td>PLN</td> <td>PVE</td> <td>Program Analysis, Planning, Logistics Systems</td> </tr> <tr> <td>25%</td> <td>ARL</td> <td>FMR</td> <td></td> <td>Program Analysis, Financial Management</td> </tr> </tbody> </table>							Percentage	Skill Code	Shred	Subshred	Literal Translation	50%	ARL	DTS		Program Analysis, Data Systems	25%	ARL	PLN	PVE	Program Analysis, Planning, Logistics Systems	25%	ARL	FMR		Program Analysis, Financial Management
Percentage	Skill Code	Shred	Subshred	Literal Translation																						
50%	ARL	DTS		Program Analysis, Data Systems																						
25%	ARL	PLN	PVE	Program Analysis, Planning, Logistics Systems																						
25%	ARL	FMR		Program Analysis, Financial Management																						



NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) POSITION DESCRIPTION																										
POSITION AND HIRING INFORMATION																										
1. POSITION NUMBER <b>9S43072</b>		2. POSITION TITLE <b>Program Analyst</b>			3. OCCUPATIONAL CODE <b>0343</b>																					
4. ORGANIZATIONAL TITLE <b>USTRANSCOM, TCJ8, Program and Budget Division, Program and TCC Budget Branch</b>		5. CAREER GROUP <b>Standard</b>	6. PAY SCHEDULE <b>YA</b>	7. PAY BAND <b>02</b>	8. TARGET PAY BAND <b>02</b>	9. OPM FUNCTIONAL CODE																				
10. DRUG TEST ___ YES ___ <input checked="" type="checkbox"/> NO	11. BUS CODE <b>8888</b>	12. FAIR LABOR STANDARDS ACT ___ N ___ <input checked="" type="checkbox"/> E 5 CFR 551.206			13. DOD SUPERVISORY STATUS & AF SL <b>5</b>																					
14. KEY/EMERGENCY ESSENTIAL <b>NA</b>	15. MOBILIZATION INDICATOR <b>C - Position required in mobilization and peacetime</b>		16. ENVIRONMENTAL/HAZARD DIFFERENTIAL <b>No</b>		17. CERTIFICATION REQUIRED ___ YES ___ <input checked="" type="checkbox"/> NO																					
18. POSITIVE EDUCATION REQUIREMENTS ___ YES ___ <input checked="" type="checkbox"/> NO		19. LANGUAGE REQUIRED ___ YES ___ <input checked="" type="checkbox"/> NO		20. LANGUAGE IDENTIFIER <b>NA</b>																						
21. FINANCIAL STATEMENTS REQUIRED ___ YES ___ <input checked="" type="checkbox"/> NO		22. POSITION SENSITIVITY <b>Non-Critical Sensitive</b>		23. PAY POOL IDENTIFIER		24. LAUTENBERG/SMITH AMENDMENT ___ YES ___ <input checked="" type="checkbox"/> NO																				
<b>25. DUTIES</b> Applies program analysis knowledge and skills to support USTRANSCOM's Program Analysis & Financial Management Directorate's financial data collection, analysis and reporting efforts. Develops financial datamarts and utilizes on-line analytical processing (OLAP) tools. Analyzes and provides sound recommendations regarding the development of studies, policies and procedures affecting major Transportation Capital Working Fund (TWCF) business areas. Participates in the development and formulation of financial data management policies. Determines how metrics should be established and what they will represent. Analyzes data queries against several financial and operations database systems. Utilizes knowledge of financial, logistics and information systems to perform strategic command studies and analysis in support of senior command leadership, such as velocity performance metrics and financial and cargo movement trend analysis. Effectively uses knowledge of billing processes to analyze and evaluate plans for future systems. Makes sound recommendations to TCJ8 in meetings to devise new methods and measures to resource requirements. Performs multi-dimensional and statistical analyses in order to identify financial trends, formulate both short-range and long range forecasts, and provide performance metrics and historical data and workload reporting to senior management and applicable USTRANSCOM stakeholders. Works closely with TCJ8 budget analysts and managers. Uses knowledge of a variety of data systems to provide performance metrics. Interprets changes in DOD policy and federal law pertaining to objectives and operational requirements.																										
<b>26. POSITION'S ORGANIZATION</b> <b>USTC/TCJ8-B</b>																										
<b>27. POSITION OCCUPIED</b>  <b>COMPETITIVE</b>			<b>28. a. DUTY STATION (City - County - State Or Overseas Location)</b> <b>Scott AFB, Belleville, St. Clair County, IL</b> <b>b. GEOGRAPHICAL LOCATION CODE</b> <b>177835163</b>																							
<b>29. Core Competencies</b>  <b>Air Force Skill Codes:</b> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="text-align: center;">Percentage</th> <th style="text-align: center;">Skill Code</th> <th style="text-align: center;">Shred</th> <th style="text-align: center;">Subshred</th> <th style="text-align: left;">Literal Translation</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">50%</td> <td style="text-align: center;">ARL</td> <td style="text-align: center;">DTS</td> <td></td> <td>Program Analysis, Data Systems</td> </tr> <tr> <td style="text-align: center;">25%</td> <td style="text-align: center;">ARL</td> <td style="text-align: center;">PLN</td> <td style="text-align: center;">PVE</td> <td>Program Analysis, Planning, Logistics Systems</td> </tr> <tr> <td style="text-align: center;">25%</td> <td style="text-align: center;">ARL</td> <td style="text-align: center;">FMR</td> <td></td> <td>Program Analysis, Financial Management</td> </tr> </tbody> </table>							Percentage	Skill Code	Shred	Subshred	Literal Translation	50%	ARL	DTS		Program Analysis, Data Systems	25%	ARL	PLN	PVE	Program Analysis, Planning, Logistics Systems	25%	ARL	FMR		Program Analysis, Financial Management
Percentage	Skill Code	Shred	Subshred	Literal Translation																						
50%	ARL	DTS		Program Analysis, Data Systems																						
25%	ARL	PLN	PVE	Program Analysis, Planning, Logistics Systems																						
25%	ARL	FMR		Program Analysis, Financial Management																						



## AIR FORCE CORE PERSONNEL DOCUMENT

ORGANIZATION: USTRANSCOM/TCJ8-P  
 SUPV LEV CODE: 5  
 TARGET GRADE: ~~13~~ 4A-02 BT 10/9  
 JOB SHARE: No  
 SENSITIVITY: Critical - Sensitive  
 EMERGENCY ESS: No  
 KEY POSITION: No

CPD NUMBER: 9S41539001  
 COMP LEV CODE: ~~K78N~~ BT 10/9  
 FLSA: Exempt  
 CAREER PROG ID: ~~NA 2N~~ per Col Bossert 2-2-00  
 BUS: 8888  
 DRUG TEST: N/A  
 POSITION HIST: Replaces 9S3965000

CLASSIFICATION: Program Analyst, ~~GS-343-13~~ 4A-348-02 BT 10/9/00  
 DUTY TITLE:

ORG & FUNC CODE: PPY  
 1ST SKILL CODE: 50 % ARLPRG - Program Analysis - Programming  
 2ND SKILL CODE: 25 % ARLPLN - Program Analysis - Planning  
 3RD SKILL CODE: 25% ARLPLNSVC - Program Analysis - Planning - Resources Management

CLASSIFIED BY: Judy Gavin

CLASSIFIER SIGNATURE

DATE

SUPERVISORS CERTIFICATION:

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

SUPERVISOR: Philip A. Bossett, Jr., Maj, USAF

SUPERVISOR SIGNATURE

DATE

CERTIFICATION:

Rater/Supv.				
Date				
Reviewer				
Date				
Employee*				
Date				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

AF Form 1003 APR 90 (COMPUTER GENERATE)

BUS CODE: Position is exempt from the

7112(b)(1)-MANAGEMENT OFFICIAL

10/15/00

NSPS-

IAW DOD 1400.25M (4-28-06):

Employee's performance plan in this PD is superseded by

---

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

**The primary purpose of this position is:** To analyze, evaluate, advocate, and track joint strategic mobility programs through the entire DOD Planning, Programming, and Budgeting System (PPBS) process. Responsible for analyzing mobility programs' status, developing rationale to advocate and support mobility programs through the following processes: Integrated Priority List (IPL), Transportation Working Capital Fund (TWCF), Program Objective Memorandum (POM), Program Review, Congressional Review, and Budget Review.

**The organizational location of this position is:** US Transportation Command, Program Analysis and Financial Management Directorate, Programs Division, Scott AFB IL

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

**The organizational goals or objectives of this position are:** To allow USCINTRANS the ability to favorably impact USTRANSCOM through timely inputs into the PPBS.

---

**DUTY 1: Analyzes, evaluates, advocates, and tracks mobility issues and Command, Control, Communications, and Computer System (C4S) programs for USCINTRANS during all phases of the DOD PPBS process.** Prepares rationale for the development of the CINC's IPL; inputs to the Defense Planning Guidance (DPG); participates in execution reviews; develops issues for the Defense Resources Board (DRB) and advocates USTRANSCOM issues during the Program Review, Budget Review, Congressional Review, and execution phases of the PPBS. Prepares inputs and analysis for the Chairman's Program Assessment (CPA) and TWCF POM development. Completes in-depth analysis of program status, program decisions and budget decisions to keep major mobility programs on track in accordance with the DPG. Programs include airlift, sealift, overland, and terminal operations and all mobility related C4S. 30% Critical

**STANDARDS:**

- A. Effectively applies financial and programming knowledge and skills to mobility and C4S programs.
- B. Effectively plans and conducts timely analysis of transportation C4S programs, projects and requirements for CINTRANS during all phases of the PPBS process.
- C. Thoroughly coordinates with the USTRANSCOM headquarters staff and Transportation Component Commands (TCCs)—Air Mobility Command, Military Sealift Command, and Military Transportation Management Command—to analyze information relative to mobility and C4S requirements for the overall Defense Transportation System (DTS) and presents timely results to decision makers.
- D. Provides timely, reasonable, and accurate mobility and C4S program guidance to the TCCs and the USTRANSCOM staff in preparation of the CINC's participation in the Defense Resources Board (DRB), formulation of the CINC's IPL, and the CINC Initiatives Fund (CIF). Reviews, consolidates, and makes specific recommendations on the TCC inputs and USTRANSCOM staff inputs.

**KSA:** All

---

**DUTY 2: Develops and coordinates the Capital C4S portion of the USTRANSCOM TWCF POM.** Formulates and provides guidance to the TCCs and staff for their preparation of the TWCF POM. Reviews, consolidates, and makes specific recommendations on the TCC and staff POM inputs. Analyzes and makes programmatic recommendations to

---

senior leadership for approval, and forwards the POM submission to Office of the Secretary of Defense (OSD) (OSD/PA&E). Formulates rationale and advocacy positions for use in developing the TWCF POM and in supporting programs during program and budget reviews. Represents USTRANSCOM on OSD TWCF programming committees and meetings. 20% Critical

**STANDARDS:**

- A. Provides timely, reasonable and accurate guidance to the TCCs and Headquarters staff for preparation of the TWCF POM.
- B. Ensures sound, fact-based programmatic recommendations are provided for use in formulating the TWCF POM and in supporting programs during program and budget reviews.
- C. Effectively plans the POM process to ensure timely submission to OSD/PA&E.

**KSA: All**

---

**DUTY 3:** Serves as the USCINTRANS ~~single~~ point of contact for all C4S related programmatic issues for the Headquarters (HQ) and the TCCs. Analyzes C4S programs status, develops all C4S issues relevant to the CINC IPL, serves as TCJ8 representative for the USTRANSCOM C4S Corporate Management Structure, develops rationale to advocate and support C4S programs through the execution, program and budget review processes, and provides guidance to HQ managers and TCCs on all C4S TWCF projects. 20% Critical

**STANDARDS:**

- A. Provides logical and highly reliable analysis of C4S mobility issues and their impact on the USTRANSCOM programs in the DTS.
- B. Provides expert analysis of USTRANSCOM C4S and makes timely recommendations with absolute minimum supervision to the USTRANSCOM senior staff on systems impact or improvements to support the USTRANSCOM mission.

**KSA: All**

---

**DUTY 4:** Develops USCINTRANS positions to advocate adequate funding support for all mobility programs. Tracks the financial status of all major transportation programs as they appear in the Services' POMs, OSD Program Decision Memoranda (PDM), Budget Estimate Submission (BES), numerous OSD Program Budget Decisions (PBD) and the President's Budget (PB). Accurate tracking and analysis of program data is critical to USTRANSCOM's ability to favorably influence such forums as the DRB. Incumbent receives, transmits, and analyzes numerous packages of information from several automated distribution systems; the most important of which is the Secret Internet Protocol Router Network (SIPRNET). 15% Critical

**STANDARDS:**

- A. Actively engages in tracking financial status of all transportation C4S programs as they appear in the Services POM, OSD PDM, BES, OSD PBD, and the PB, and develops timely position papers for USCINTRANS to advocate funding support.

---

B. Using extensive personal knowledge of C4S within the DTS, prepares timely and accurate impact evaluation of programming and budget decisions to the Program Analysis and Financial Management Director and the USTRANSCOM senior staff.

**KSA:** All

---

**DUTY 5: Evaluates the impact of Service and OSD programming and budget decisions on transportation systems.** Ensures an analysis of these issues adequately addresses USCINTRANS priorities and concerns. Prepares reclama and Major Budget Issue (MBI) papers and briefings as required. Represents USTRANSCOM and its components as required on joint funding issues involving mobility acquisition programs. Works extensively with middle and senior level staff managers in the Services, Joint Staff, and OSD, as well as the major command components to gather and analyze financial information concerning mobility programs. 10%                      Critical

**STANDARDS:**

- A. Thoroughly evaluates the impact of Service and OSD programming and budgeting decisions on the DTS.
- B. Promptly prepares reclama, position papers, informational papers, and briefings on major budget issues.
- C. Effectively coordinates with middle and senior level staff members in the military Services, Joint Staff, OSD, and the TCCs to determine the impact of programming and budget decisions.

**KSA:** All

---

**DUTY 6: Develops and manages the financial status of the USTRANSCOM Counterdrug and CJCS Exercise Programs.** Prepares annual counterdrug financial program. Assures funds availability to support transportation costs for both planned and short notice CONUS and OCONUS counterdrug Special Assignment Airlift Missions and related Channel Cost support missions. Manages execution of counterdrug program obligations and expenditures. Prepares and submits the annual CJCS exercise POMs to the Joint Staff and HQ USAF. Recommends funding adjustments as appropriate for both programs, and seeks additional funds as required. Provides monthly status report to OSD, Drug Enforcement Policy and Support and the Air Staff Financial Management for counterdrug program, and quarterly reports to TCJ8 for the CJCS Exercise Program. 5%                      Non-Critical

**STANDARDS:**

- A. Effectively manages the funding for the airlift missions in the Counterdrug Program.
- B. Submits accurate and timely POM inputs to the Joint Staff and HQ USAF for the CJCS Exercise Program.
- C. Maintains a timely and accurate tracking system to assure funds availability for counterdrug missions.
- D. Closely monitors funds for CJCS exercises and requests additional funds from Joint Staff and HQ USAF when required in a timely manner.
- E. Prepares accurate and timely reports.

**KSA:** All

---

**Other significant facts pertaining to this position are:** Travel by military or commercial carriers in the performance of TDY duties is required. An advanced degree in business administration or financial management is highly desirable. Most of the work is sedentary and performed in an office setting.

---

**RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA):**

1. Mastery knowledge of Planning, Programming, and Budgeting System (PPBS) processes and requirements.
  2. Mastery knowledge of management policies, regulations, and rules to perform integrated analysis of issues, problems, projects and studies.
  3. Expert knowledge of PPBS regulations and rules to analyze issues to independently negotiate the command's position.
  4. Knowledge of program management and air, land, and sea Command, Control, Communications, and Computer Systems (C4S) and procedures to evaluate and make recommendations.
  5. Thorough knowledge of DOD military command structure, missions, programs, policies and organizational relationships plus a thorough knowledge of quantitative and qualitative methods to develop the PPBS process.
  6. Expert knowledge of analytical and evaluative methods plus a thorough understanding of how programs are administered.
  7. Thorough knowledge of the military command's facilities planning, acquisition and management process to prepare long-range (5 years) and short range planning guidance in accordance with broad program policies and objectives.
  8. Expert knowledge of Office of the Secretary of Defense (OSD), Joint Staff, and all services planning, programming, and budgeting documents.
  9. Skill and ability in the use of automated distribution systems to include the Secret Internet Protocol Router Network (SIPRNET).
  10. Demonstrated skill in written and oral communications is required.
- 

**CLASSIFICATION FACTORS:**

**Factor 1, Knowledge Required By The Position**

Level 1-8      Points 1550

Mastery knowledge of planning, programming, and budgeting policy requirements, procedures and regulations to serve as a technical advisor to USTRANSOCM staff to make decisions and develop policies in very difficult assignments and to lead and participate as a technical expert in interagency groups to resolve problems in existing programs requiring innovative solutions.

Mastery knowledge of management policies, regulations, and rules to perform integrated analysis of issues, problems, projects and studies that impact USTRANSCOM and subordinate component commands.

Expert knowledge of PPBS regulations and rules to analyze issues to independently negotiate the command's position.

Expert knowledge of program management and air, land, and sea C4S and procedures to evaluate and make recommendations.

---

---

Knowledge of DOD military command structure, missions, programs, policies and organizational relationships, plus a thorough knowledge of quantitative and qualitative methods to develop the PPBS process. Mastery knowledge of program management policies, regulations, and rules to perform integrated analysis of program issues, problems, projects and studies that impact the subordinate component commands.

Expert knowledge of analytical and evaluative methods, plus a thorough understanding of how programs are administered to select and apply appropriate program evaluation and measurement techniques in determining the extent of compliance with rules and regulations issued by the agency or in measuring and evaluating program accomplishments. This may include evaluating the content of new or modified legislation for projected impact upon the command's programs of resources.

Mastery of advanced management and organizational principles and practices along with a comprehensive knowledge of planning, programming, and budgeting regulations, guidelines, and processes, and a thorough knowledge of the military command's facilities planning, acquisition and management process to prepare long-range (5 years) and short-range planning guidance in accordance with broad program policies and objectives. Develops resource (staffing and funding) guidance for subordinate component commands and performs continuous appraisal of the utilization of USTRANSCOM resources in accomplishing program objectives and goals. The work requires ability to direct complex studies requiring application of advanced analytical methods and techniques. Performs in-depth analysis of multibillion-dollar programs to include airlift, sealift, and overland operations.

Expert knowledge of OSD, Joint Staff, and all services planning, programming, and budgeting documents is required to prepare rationale for the CINC's IPL, inputs to the DPG, and development of issues for the DPRB and USTRANSCOM POM.

Mastery knowledge of analytical and evaluative methods to assess programs and budgets decisions to keep multibillion-dollar programs on track in accordance with the DPG. A high degree of analytical expertise is required to track the USTRANSCOM program decision package, to develop funding alternatives and to brief USCINCTrans on options. Performs analysis and prepares numerous packages of information from several sources.

**Factor 2, Supervisory Controls**

Level 2-4

Points 450

The supervisor sets the overall objectives and, in consultation with the employee, determines time frames and possible shifts in staff or other resources required for the projects. The employee is responsible for planning and carrying out the projects; resolving most of the conflicts that arise, integrating and coordinating the work of others as necessary; and interpreting policy on own initiative in terms of established objectives. The employee, having developed expertise in program management, is delegated broad authority and freedom of action to accomplish the work. The employee interprets policy on own initiative in terms of command objectives and renders decisions independently. The incumbent consults superiors only on highly controversial matters that could potentially have far-reaching implications. The supervisor is kept informed of progress and problems with policy implications and need for major changes in approach. Completed work is reviewed from an overall standpoint in terms of feasibility, compatibility with other work, and effectiveness in meeting requirements of expects results.

**Factor 3, Guidelines**

Level 3-4

Points 450

Guidelines consist of PPBS, Services regulations, directives, command regulations, Program Management, Operational Documents, acquisition regulations, and local guidelines. Guidelines for performing the work are of limited use or scarce.

The incumbent uses initiatives and resourcefulness in deviating from traditional methods, policies, and procedures. The incumbent researches patterns and trends to develop new methodologies, procedures, proposed new policies pertaining to program management issues and negotiates the command's position. Incumbent is expected to make on-the-spot decisions based on background knowledge, good judgment and common sense and must use his/her own judgment in situations not covered by regulations.



The PPBS provides for the general policy guidance and timelines in which planning, programming, and budgeting occurs. This position provides a large degree of latitude in interpreting policy to support USTRANSCOM programs. The work requires the employee to review OSD, Joint Staff, Services, and USTRANSCOM documents and utilize individual judgment in recommending policy changes.

**Factor 4, Complexity**

Level 4-5

Points 325

The work consists of projects which require analysis of interrelated and integration of substantially all segments of program management, air, land, and sea issues with concerns toward the effectiveness, efficiency and productivity of missions and programs. The work also consists of evaluating the effectiveness of program management. Decisions regarding what needs to be accomplished, include major areas of uncertainty in the approach, methodology, interpretation, and evaluation of program management processes and issues. These areas of uncertainty may result from such elements as major changes in programs, the ever changing PPBS and our ability to be able to react effectively to ensure USTRANSCOM's requirements are met. Decisions are also made to respond to unknown contingencies and conflicting requirements regarding the program. The problems encountered are often difficult and obscure in nature.

The work requires developing new procedures, establishing new criteria and information; plus remaining abreast of the ever changing PPBS and be able to react so that USTRANSCOM's requirements continue to be met. Reviews Joint Service Doctrine concerning the program and initiates actions as necessary to ensure USTRANSCOM can perform the mission. Analyzes and reviews program management processes. Source data for programming and budgeting functions comes from a wide variety of sources and functional managers; therefore, the position requires in-depth understanding of programming and budgeting at the Service and OSD level as well as within the component commands. The programming process is further complicated by continuous refinements in strategy and procedures, by congressional action or DOD policy.

**Factor 5, Scope and Effect**

Level 5-5

Points 325

The work involves isolating and defining unknown conditions, resolving critical problems, and developing new policies and procedures on program management issues. This position produces documents which tracks current and future funding for USTRANSCOM programs as well as position papers and reports that the CINC will use to advocate transportation issues across all services and other government agencies such as DISA and DLA.

The incumbent's expert advice and recommendations will have significant impact on future USTRANSCOM, USAF, Navy, Army, and DOD. The work also has significant impact on future USTRANSCOM, USAF, Navy, Army, and DOD issues and programs.

**Factor 6 & 7, Personal Contacts/Purpose of Contacts**

Level 3-C

Points 180

Contacts are with senior officials of USTRANSCOM, HQ USAF, MAJCOMs, and all services. Works extensively with middle and senior level staff in the Services, other government agencies, Joint Staff, and OSD, as well as the major command components to gather and analyze financial information concerning programs.

The purpose of contacts is to influence experts, and senior management officials to accept and implement decisions, recommendations and findings on program management issues and USTRANSCOM missions. May encounter resistance due to planning, programming, and budget issues.

**Factor 8, Physical Demands**

Level 8-1

Points 5

The work is primarily sedentary. Occasionally the employee may be required to carry light objects such as files, books, and papers. No special physical qualifications are required.

**Factor 9, Work Environment**

Level 9-1

Points 5

The work is performed in an office setting.

---

**CLASSIFICATION SUMMARY:****CLASSIFICATION STANDARD(S) USED:**

- A. OPM PCS for Management and Program Analysis Series, GS-0343, Aug. 1990, TS-98.
- B. OPM PCS for Administrative Analysis Grade Evaluation Guide, Aug. 1990, TS-98

**CLASSIFICATION REMARKS:** Program analysis and identification of resources for program support are the primary requirements of this position. The position is not responsible for constructing, executing and tracking program budgets. Since understanding of the command programs, functions, analytical processes and long range planning/proramming are paramount, this position is appropriately classified as a Program Analyst.

**TOTAL POINTS:** 3290

**GS-13 Point Range:** 3155 - 3600

---



NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) POSITION DESCRIPTION																										
POSITION AND HIRING INFORMATION																										
1. POSITION NUMBER <b>43279</b>		2. POSITION TITLE <b>Program Analyst</b>			3. OCCUPATIONAL CODE <b>0343</b>																					
4. ORGANIZATIONAL TITLE <b>Program Analyst</b>		5. CAREER GROUP <b>Standard</b>	6. PAY SCHEDULE <b>YA</b>	7. PAY BAND <b>02</b>	8. TARGET PAY BAND <b>02</b>	9. OPM FUNCTIONAL CODE																				
10. DRUG TEST <b>YES <input type="checkbox"/> NO <input checked="" type="checkbox"/></b>	11. BUS CODE <b>8888-5USC Ch 7112(b)(1)</b>	12. FAIR LABOR STANDARDS ACT <b><input type="checkbox"/> N <input checked="" type="checkbox"/> E</b>			13. DOD SUPERVISORY STATUS & AF SL <b>8</b>																					
14. KEY/EMERGENCY ESSENTIAL <b>NA</b>	15. MOBILIZATION INDICATOR <b>C - Position required in mobilization and peacetime</b>		16. ENVIRONMENTAL/HAZARD DIFFERENTIAL <b>No</b>		17. CERTIFICATION REQUIRED <b><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</b>																					
18. POSITIVE EDUCATION REQUIREMENTS <b><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</b>		19. LANGUAGE REQUIRED <b><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</b>		20. LANGUAGE IDENTIFIER <b>NA</b>																						
21. FINANCIAL STATEMENTS REQUIRED <b><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</b>		22. POSITION SENSITIVITY <b>Non-Critical Sensitive</b>		23. PAY POOL IDENTIFIER		24. LAUTENBERG/SMITH AMENDMENT <b><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</b>																				
<b>25. DUTIES</b> Serves as a senior analyst for USTRANSCOM's Program Analysis & Financial Management Directorate. Analyzes and advises management on the evaluation and effectiveness of the Manager's Internal Control (MIC), Defense Travel System (DTS), and the Government Travel Card (GTC) Programs. Provides sound advice/recommendations regarding the development of studies, policies and procedures affecting the USTRANSCOM business areas for inclusion in the MIC Program and Annual Statement of Assurance. Interprets OUSD(C) program guidance outlining the intent of the Federal Manager's Integrity Act (FMFIA) to determine program goals/objectives. Establishes long and short term goals for inclusion in command policy as a result of these analyses. Serves as the principal advisor and functional expert on the GTC and DTS automated systems. Analyzes and reviews GTC cardholder database and bank system records for the purpose of accountability, improving customer service, defining unknown conditions and resolving critical problems, makes recommendations for modifications to business practices. Measures delinquency rates to achieve a rate that meets or exceeds DOD monthly goals. Interfaces with the Air Force and the DTS Project Management Office on behalf of USTRANSCOM. Makes recommendations to management for compliance with FMFIA and assurance of data integrity against financial and operations database systems. Utilizes knowledge of financial and information systems to perform strategic command studies and analysis in support of senior command leadership. Serves as the DTS Tier 2 Help desk for all users. Effectively uses knowledge of billing processes to analyze costs and evaluate plans for future systems. Makes sound recommendations to devise new policy and methods and measures to resource requirements. Interprets changes in DOD policy and federal law pertaining to objectives and operational requirements. Performs audits of vouchers as required.																										
26. POSITION'S ORGANIZATION <b>USTRANSCOM/TCJ8-A</b>																										
27. POSITION OCCUPIED <b>COMPETITIVE</b>			28. a. DUTY STATION (City - County - State Or Overseas Location) <b>Scott AFB, Belleville, St. Clair County, IL</b>																							
			b. GEOGRAPHICAL LOCATION CODE <b>177835163</b>																							
<b>29. Core Competencies</b>  <b>Air Force Skill Codes:</b> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="text-align: center;">Percentage</th> <th style="text-align: center;">Skill Code</th> <th style="text-align: center;">Shred</th> <th style="text-align: center;">Subshred</th> <th style="text-align: center;">Literal Translation</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">% 50</td> <td style="text-align: center;">ARL</td> <td style="text-align: center;">DTS</td> <td></td> <td style="text-align: center;">Program Analysis, Data Systems</td> </tr> <tr> <td style="text-align: center;">% 50</td> <td style="text-align: center;">ARL</td> <td style="text-align: center;">FMR</td> <td></td> <td style="text-align: center;">Program Analysis, Financial Management</td> </tr> <tr> <td style="text-align: center;">%</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>							Percentage	Skill Code	Shred	Subshred	Literal Translation	% 50	ARL	DTS		Program Analysis, Data Systems	% 50	ARL	FMR		Program Analysis, Financial Management	%				
Percentage	Skill Code	Shred	Subshred	Literal Translation																						
% 50	ARL	DTS		Program Analysis, Data Systems																						
% 50	ARL	FMR		Program Analysis, Financial Management																						
%																										

# NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) POSITION DESCRIPTION

## 10. COMPONENT INFORMATION

A. STANDARD OCCUPATION CODE (SOC)		B. NATIONAL GUARD BUREAU DUAL STATUS      NON-DUAL STATUS		C. AIR/ARMY RESERVE TECHNICIAN YES      NO
D. AF SPEC CODE/ MIL OCCUPATIONAL SPEC	E. ROLE LEAVE BLANK	F. SPECIALITY LEAVE BLANK	G. SCOPE AND IMPACT LEAVE BLANK	
H. ORGANIZATIONAL ENVIRONMENT USTRANSCOM	I. CAREER FIELD/ COMMUNITY C- Financial Management	J. RESERVED FOR COMPONENT USE	31. PPP OPTION CODE	

## 32. SKILLS INFORMATION


1. Knowledge of regulations, policies, and procedures governing the Defense Travel System, Joint Travel Regulations, DoD Financial Management Regulations, and MIC.
2. Knowledge of DTS, GTC, Defense Finance and Accounting Service (DFAS), General Accounting and Finance System (GAFS) and Bank of America financial and operations database systems.
3. Ability to develop specific objectives, devise new methods and criteria pertaining to identification of trends and patterns, acquiring information and analyzing data, and developing solutions.
4. Ability to gather, assemble, analyze facts, draw conclusions, conduct analysis and present findings in briefings, papers, statistical format, etc., or top management use.
5. Ability to interpret laws, regulations, and Comptroller General decisions pertaining to financial information.
6. Ability to communicate effectively, both orally and in writing, to provide advice and negotiate with others.

## 33. CONDITIONS OF APPOINTMENT/OTHER SIGNIFICANT FACTS

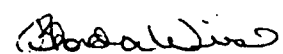
1. May be required to travel by military or commercial aircraft with the Joint Travel Regulation (JTR) in the performance of temporary duty assignments.
2. The employee must obtain and maintain a secret security clearance.
3. This position may require the employee to work other than normal duty hours, which may include overtime.

34. OTHER REQUIREMENTS A. DOD RESERVED	B. DOD RESERVED	C. DOD RESERVED	D. DOD RESERVED	E. COMPONENT USE
---	-----------------	-----------------	-----------------	------------------

## 35. AUTHORIZED MANAGEMENT OFFICIAL

a. SIGNATURE 	b. TITLE Chief, Accounting Div	b. DATE (YYYY/MM/DD) 20080702
---	-----------------------------------	----------------------------------

## 36. CLASSIFICATION APPROVED BY

a. SIGNATURE 	b. TITLE HR Specialist (Staffing/Classification)	b. DATE (YYYY/MM/DD) 20080702
---	---	----------------------------------



## AIR FORCE CORE PERSONNEL DOCUMENT (CPD)

ORGANIZATION: USTC/TCJ1 CPD NUMBER: 9S42729  
 SUPV LEVEL CODE: 85 <sup>comp 14</sup> COMP LEVEL CODE: 026A BT  
 TARGET GRADE: 13 YA-02 BT FLSA: Exempt  
 DRUG TEST: No CAREER FIELD ID: P  
 SENSITIVITY: Noncritical Sensitive CENTRALLY MANAGED TYPE: N/A  
 EMERGENCY ESS: N/A BUS: 8888  
 KEY POSITION: N/A POSITION HIST: N/A

CLASSIFICATION: Manpower & Human Resource Strategic Planning Analyst, GS-301-13 YA-301-02 BT 10/9/06  
 DUTY TITLE:

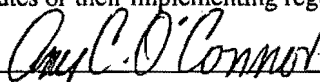
ORG & FUNC CODE:  
 1ST SKILL CODE: 50% AGGPVA Personnel Mgmt Spec - Resource Plan/Prog/Util  
 2ND SKILL CODE: 50% ARGRMOMOC Mgmt Anal - Manpower & Org - Manpower & Org Ctrl  
 3RD SKILL CODE:

CLASSIFIED BY:

  
 CLASSIFIER'S SIGNATURE

5 May 2005  
 DATE

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

  
 SUPERVISOR'S SIGNATURE

5 May 05  
 DATE

## PERFORMANCE PLAN CERTIFICATION:

Rater/Supv.				
Date				
Reviewer				
Date				
Employee*				
Date				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

3US CODE: Position is exempt from the  
 bargaining unit IAW 5 USC, Chapter 71, para  
 112(b)(1)- MANAGEMENT OFFICIAL

AM 7/21/01

Effective 10-15-06  
 DOD 1400.25M (4-28-06):  
 The performance plan in this PD is superseded by  
 the performance plan, and is documented on DOD form 2906

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

**The primary purpose of this position is:** to serve as the technical expert responsible for advising the Training & Civilian Personnel Division Chief in all areas of human resources management including transformation planning.

**The organizational location of this position is:** USTRANSCOM, Directorate of Manpower and Personnel, Scott AFB, IL.

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

**The organizational goals or objectives of this position are:** see mission and function statement on file.

---

**DUTY 1:**

Critical

Serves as the USTRANSCOM advisor to the Training & Civilian Personnel Division Chief. Advises the Division Chief in all areas of human resources to include transformation planning. Directs or personally conducts comprehensive management studies of human resources issues and problems to identify solutions that can be effectively and efficiently integrated with short- and long-range human resource planning efforts, such as new and evolving organizational management, personnel management, and administrative concepts, policies, guidelines, processes and procedures. Based on written analyses and conclusions, proposes plans and strategies to improve organizational management and structure of positions with USTC. Utilizes a knowledge of AF, DOD, OPM, Joint Staff, and USTRANSCOM guidance, regulations and laws in providing recommendations and resolution to numerous and widely ranging issues and problems. Actively pursues and resolves issues that require in-depth discussions and a thorough explanation and knowledge of manpower and civilian personnel processes and regulatory guidance. Recommends necessary modifications to policies and procedures to enhance program effectiveness, correct deficiencies, and ensure compliance.

**STANDARDS:**

A. In most cases, advises the Division Chief of the human resources strategic plans that are compatible with and further the AF and USTRANSCOM mission, goals, and objectives.

B. Analyses and proposals are almost always thoroughly researched, coordinated and effectively presented.

KSA: 1, 2, 3, 4, 5, 6, 7

---

**DUTY 2:**

Critical

Analyzes and evaluates organizational mission, structure, and programs, as well as manning and skill levels to determine short- and long-range manpower/personnel requirements. Based on projected technological and mission program changes, determines and recommends skill and personnel development needs, and ensures logical authorization/personnel utilization and appropriate organizational structure without adversely affecting human resources. Proposes plans and strategies to improve organizational, management, and personnel operations. Develops and administers Career Progression Planning, SES transformation planning, DPO career field development and training, Rotation Planning for both military and civilian, and internal internship programs. Develops programs such as mentoring, the exchange of personnel between components, and rotating personnel between directorates in order to maximize knowledge and skill levels. Develops and manages special projects such as Foreign Languages and Joint Credit.

**STANDARDS:**

A. Regularly advises the Division Chief on the most efficient organizational structure, taking into consideration both the short and long-term manpower/personnel requirements.

B. In most cases, ensures that logical and most effective organizational structures are maintained within USTRANSCOM.

DATE:

Page



C. Typically proposes plans and strategies to improve organizational structure.

KSA: 1, 2, 3, 4, 5, 6, 7

---

**DUTY 3:**

Critical

**Advises the Division Chief on the development and implementation of all strategic planning initiatives and actions related to manpower and personnel issues.** Develops USTRANSCOM responses to DoD strategic planning initiatives. Incorporates DoD direction and guidance into USTRANSCOM strategic planning. Evaluates new and emerging management initiatives for impact upon USTRANSCOM operations. Develops, forecasts and recommends medium and long-range effects for improvements that can affect USTRANSCOM operations. Develops strategic objectives and strategies to prepare USTRANSCOM for more effective management of programs, people and infrastructure.

**STANDARDS:**

- A. Almost always develops effective USTRANSCOM responses to DoD strategic planning initiatives.
- B. Evaluates new and emerging management initiatives for impact upon USTRANSCOM operations, nearly all of the time.

KSA: 1, 2, 3, 4, 5, 6

---

**DUTY 4:**

Critical

**Serves as the POC for BRAC and National Security Personnel System (NSPS).** Develops and participates in training, meetings, working groups with other personnel specialists at AF, Joint Staff, and MAJCOM level in the first stages of implementation of NSPS. Keeps abreast of policies and provides comments as requested. Develops and provides supervisory and employee training to encompass all aspects of NSPS. Performs and/or directs special assignments and studies.

**STANDARDS:**

- A. Often works with the AF NSPS staff, Joint Staff, MAJCOM/DP and CPF staffs in obtaining up-to-date information on training, policies, and procedures.
- B. Normally creates and delivers effective briefings and policy papers in a timely manner.
- C. In most cases, demonstrates outstanding organizational skills and comprehensive knowledge of new and emerging rules and effectively conveys that information to widely varying offices.
- D. Normally when functioning as a project officer, takes the lead to identify resources needed, establish milestones and goals, and ensure key players are moving toward project accomplishment. Normally ensures final product meets stated objectives, addresses pertinent issues, and reflects an understanding of the impact of the project and/or final product.

KSA: 1, 2, 3, 5, 7

---

**DUTY 5:**

Critical

**Prepares and delivers oral presentations such as briefings, training sessions, consultations, and strategy sessions with other staff service functions and activities to secure cooperation, resolve controversial matters, and convey information relative to proposed changes in assigned program(s).** Develops and prepares a variety of correspondence

and other documentation, i.e., memoranda, position papers, reports, staff studies, staff summary packages, briefings, charts, bullet background papers, etc.

**STANDARDS:**

A. Reports, papers, briefings, correspondence and other staff actions are usually effectively presented whether written or oral.

B. Effectively represents the organization and Command with professionalism.

**KSA:** 1, 2, 3, 5, 7

---

**RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA):**

1. Expert knowledge of long range and strategic planning methods and concepts as it related to human resource management.
  2. Expert knowledge of management and USTRANSCOM missions and objectives and their implications for personnel programs.
  3. Comprehensive knowledge of human resources policies, procedures, and practices in recommending employee programs, development, mobility, career broadening, and mentoring.
  4. Expert knowledge and skill in qualitative and quantitative analysis techniques for analyzing and measuring the return on human capital investment.
  5. Ability to communicate effectively, both orally and in writing.
  6. Skill in gathering facts and the use effective, analytical, and evaluative methods to accurately assess information and make sound decisions.
  7. Skill and ability to encourage, persuade, negotiate, and motivate at all levels.
- 

**CLASSIFICATION CRITERIA:****Factor 1, Knowledge Required By The Position**

Level 1-8

1550 Points

--Expert knowledge of the concepts, principles, and methods of doctrine development and strategic planning as it relates to human capital management in order to develop human resources doctrine and strategy.

--Expert knowledge of a wide range of qualitative and quantitative methods for the assessment and improvement of critical command HR plans and programs.

--Knowledge of military command structure, missions, programs, and organizational relationships and program goals and objectives; the sequence and timing of key issues and milestones; and methods of evaluating the effectiveness of planning actions related to key command administrative actions.

--Skill in designing and conducting comprehensive studies, and developing solutions to broad, important, and severe command management processes.

--Expert skill in analytical processes and evaluative techniques to identify problems and resolve issues.

--Expertly determines the impact of proposals and offers opposite points of view or other courses of action that will achieve desired results.

**Factor 2, Supervisory Controls**

Level 2-4

450 Points

Within a framework of priorities, funding, and overall project or program objectives, the employee and supervisor develop a mutually acceptable program plan that typically includes identification of key initiatives, timelines for proposed changes, and the deadlines for completion. The employee is expected to develop, design, and carry to completion all projects, studies and programs with minimal supervisory control. Work is considered to be fully authoritative and is generally accepted as presented. Completed work is reviewed for adherence to policy objectives.

**Factor 3, Guidelines**

Level 3-4

450 Points

Guidelines consist of general administrative policies and management and organizational theories that require considerable adaptation and/or interpretation for application to issues and problems studied. Policies and precedents provide a basic outline of the results desired, but do not go into detail as to the methods used to accomplish the project. Guidelines require considerable judgment and adaptation to tailor the guidelines to specific USTRANSCOM unique requirements. Administrative guidelines usually cover program goals and objectives of the AF, Joint Chiefs of Staff and DoD. Within the context of broad regulatory guidelines, the employee must typically refine and develop more specific guidelines to complete the required planning and programming requirements.

**Factor 4, Complexity**

Level 4-5

325 Points

The work consists of projects and studies which require analysis of interrelated issues of mission capability and human resource managements. Assignments involve developing long-range strategic plans and overarching doctrine to guide policy makers in developing human resources programs that meet the operational needs of USTRANSCOM. Decisions about how to proceed in planning, organizing and conducting studies are complicated by constant addition or change in USTRANSCOM missions, functions, responsibilities, and/or operations. These changes often require the development of new ways to implement the projects or studies being addressed.

**Factor 5, Scope and Effect**

Level 5-4

225 Points

The purpose of the work is to analyze and evaluate manpower and human resource management and its relationship. Work affects and supports the planning, organizing, scheduling, priorities, assessment, and decision making process of USTRANSCOM. The work often involves investigating and resolving a variety of unusual problems, questions, or conditions. Work affects the plans, goals, and effectiveness of missions and programs throughout USTRANSCOM. The work involves identifying and developing ways to resolve problems or cope with issues, which directly affect the accomplishment of specific command unique goals and objectives. Recommendations contribute to the optimum organization of functions, organizational concepts, and staffing of programs throughout the organization.

**Factor 6, Personal Contacts and Factor 7, Purpose of Contacts**

Level 6-3/7-c

180 Points

Personal contacts are with all levels of management, including General Officers and Senior Executive Service (SES) members located at USTRANSCOM. Contacts also include counterpart officials in other combatant commands, contractors, and other command staff offices in a moderately unstructured setting. The purpose of the contacts is to influence managers or other officials to accept and implement findings or proposals. The employee may encounter resistance due to such issues as organizational conflict, competing objectives, etc.

**Factor 8, Physical Demands**

Level 8-1

5 Points

Work is primarily sedentary, such as sitting comfortably. There may be some walking, standing, bending, and carrying of light items.

**Factor 9, Work Environment**

Level 9-1

5 Points

The work is performed in an office environment with no unusual risks or discomforts.

**Other significant facts pertaining to this position are:**

Employee must be able to obtain and maintain a Secret clearance.

---

**CLASSIFICATION SUMMARY:**

CLASSIFICATION STANDARD(S) USED: OPM Position Classification for Miscellaneous Administration and Program Series, GS-301, TS-34, Dated Jan 1979. OPM PCS for Management and Program Analysis Series, GS-343, Dated Aug 1990. OPM PCS for Administrative Analysis Grade Evaluation Guide, Dated Aug 1990.

FACTOR LEVELS AND POINTS: 1-8/1550 pts, 2-4/450 pts, 3-4/450 pts, 4-5/325 pts, 5-4/225 pts, 6-3/7c/180 pts, 8-1/5 pts, 9-1/5 pts.

GS-13 Point Range: 3155 - 3600

Total Points: 3190

Grade: GS-13

**CLASSIFICATION REMARKS:**

The primary purpose of this position is to function as the technical expert for advising the Training and Civilian Personnel Division Chief on all areas of human resources management including transformation planning. The GS-301 series includes positions the duties of which are to perform, supervise, or manage nonprofessional, two-grade interval work for which no other series is appropriate. The work requires analytical ability, judgment, discretion, and knowledge of a substantial body of administrative or program principles, concepts, policies and objectives. Primary responsibilities of this position include strategic planning in the area of manpower and human resources, along with advice and assistance to the Training and Civilian Personnel Division Chief on a variety of issues. Although the position encompasses work defined in the Human Resources Management Group, GS-200, the duties do not directly match the series definitions or have civilian personnel authority so the GS-301 is deemed most appropriate. There are no titles specified for positions classified in the GS-301 series, therefore the title Manpower & Human Resource Strategic Planning Analyst is used since it best describes the duties to be performed.

**Final Classification: Manpower & Human Resource Strategic Planning Analyst, GS-301-13**

---

AFPC Free Flow Format



## AIR FORCE CORE PERSONNEL DOCUMENT (CPD)

ORGANIZATION: USTC/JIC CPD NUMBER: 9S42651  
 SUPV LEVEL CODE: 8 COMP LEVEL CODE: ~~725A~~  
 TARGET GRADE: ~~12~~ 4A-02 FLISA: Exempt  
 JOB SHARE: Yes CAREER PROG ID:  
 SENSITIVITY: Non-Critical Sensitive BUS: 8888  
 EMERGENCY ESS: NA DRUG TEST: NA  
 KEY POSITION: NA POSITION HIST:

CLASSIFICATION: Manpower and Personnel Specialist, ~~GS-301-12~~ 4A-301-02 BT 10/19/06  
 DUTY TITLE:

## ORG &amp; FUNC CODE: PAY

1ST SKILL CODE: 55% AHM Employee Development Specialist  
 2ND SKILL CODE: 25% AGGPVA Personnel Management Specialist, Resource Plans/Programs/Utilization  
 3RD SKILL CODE: 20% NCP

## CLASSIFIED BY:

*Carol Walker*  
 CLASSIFIER'S SIGNATURE

5 Oct 04  
 DATE

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

*Andy C. O'Connor*  
 SUPERVISOR'S SIGNATURE

5 Oct 04  
 DATE

## PERFORMANCE PLAN CERTIFICATION:

Rater/Supv.				
Date				
Reviewer				
Date				
Employee*				
Date				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

NSPS-

IAW DOD 1400.25M (4-28-06):

Employee's performance plan in this PD is superseded by  
 NSPS guidelines, and is documented on DOD form 2906

BUS Code - Position is exempt from Bargaining Unit.

---

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

The primary purpose of this position is: to provide human resource guidance on civilian personnel policies, develop and analyze civilian personnel utilization within the command, and perform human resource studies. Provides advice and recommendations to USTRANSCOM and component commands.

The organizational location of this position is: US Transportation Command, Scott AFB IL (Office symbol on page 1)

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

The organizational goals or objectives of this position are: to provide an effective and efficient organizational structure, establish an efficient human resource program, and identify decision making alternatives and recommendations for these programs.

---

**DUTY 1:** Advises management on the efficient and effective use of human resources. Responds to supervisor and management official inquiries or requests for organizational or individual position reviews. Recognizes and acts upon situations that need attention. Analyzes all pertinent facts and policies pertaining to the individual situation. Coordinates with other personnel function and staff offices as necessary. Identifies human resource management problems and concerns. Develops recommendations and alternate solutions. **Critical**

**STANDARDS:**

- A. Responds in a timely manner to management inquiries or requests for organizational or individual position reviews.
- B. Submits recommendations to management officials, suggesting appropriate considerations such as position structuring for career progression or methods for reducing job dilution.

KSA: 1 through 9

---

**DUTY 2:** Advises employees or supervisors on legal or regulatory requirements and/or entitlements, pertinent policies, and procedures. Evaluates controversial problems and recommends improvements in personnel policies, procedures, and practices that meet legal/regulatory requirements and meet the needs of the organization.

**Critical**

**STANDARDS:**

- A. Provides information that is current, accurate and consistent with applicable directives. Provides advice that reflects sound judgment.
- B. Analyzes controversial problems and recommends improvements in personnel and organizational policies, procedures, and practices that are consistent with legal and regulatory requirements.
- C. Prepares timely correspondence, reports, and documentation that are normally acceptable as written in terms of clarity, accuracy, and attention to the pertinent issues.

---

D. Meets suspense and time sensitive taskings in sufficient time to allow for coordinating level review. If necessary, requests extensions prior to the established due date.

KSA: 1, 2, 3, 4, 9

---

**DUTY 3:** Serves as the command advisor in all areas of human resource management. Leads special projects and initiatives and performs special assignments with regard to human resource management, including career enhancement/development programs. Accomplishes staff studies in all phases of civilian personnel program areas and proposes regulatory and program changes. Critical

**STANDARDS:**

- A. Researches and recommends appropriate solutions to problems in variety of human resource areas.
- B. Develops and disseminates USTRANSCOM Policy Directives pertaining to civilian personnel issues with the command.
- C. Promptly disseminates career development program guidance, researches new programs, makes recommendations, reviews nomination packages, and monitors planned rotational assignments for executives.
- D. Accomplishes thorough staff studies and prepares complete and concise point papers for the Commander, Deputy Commander and other key command officials to inform them of special and on-going issues in USTRANSCOM pertaining to civilian personnel.
- E. Accurately quantifies manpower and personnel issues and constructs logical, consistent and accurate interim and final reports.

KSA: 1, 2, 3, 4, 5, 6, 7, 8, 9

---

**DUTY 4:** Takes actions necessary to identify long and short range personnel needs of the command. Considers actions necessary to meet organizational and individual goals. Provides positive assistance in the solution of problems of morale and high grade management. Accomplishes this through various means to include staff studies, discussions with other command staff, informational briefings, and leading special work groups.

Critical

**STANDARDS:**

- A. Accurately quantifies data into meaningful reports or documents.
- B. Promptly addresses resource issues and provides constructive solutions.
- C. Maintains accurate data to substantiate recommendations.

KSA: 1, 3, 4, 5, 8

---



**DUTY 5:** Participates in discussions, meetings or serves on panels or committees. Briefs senior level managers on various aspects of civilian human resource programs to include position structure, position classification, recruitment and placement programs, employee performance, etc. Considers the audience composition, knowledge level and desired outcome when composing the material.

~~Non-Critical~~

Additional Element

- A. Participates by ~~providing~~ well-reasoned advice.
- B. Presents briefings that are clear, well-structured and address the designated issues.

#### STANDARDS:

KSA: 1, 2, 4, 5

#### RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA):

1. A sound theoretical knowledge and practical understanding of federal personnel management functions, theories and techniques and of basic relationships of the various personnel disciplines.
2. Knowledge laws, executive orders, regulations, policies and concepts pertaining to classification, staffing, employee relations, and employee development.
3. Knowledge of agency and command missions and objectives and their implications on personnel management programs and civilian resource management.
4. Ability to communicate effectively with others, both orally and in writing, in working out solutions to problems or questions relating to work.
5. Ability to gather facts and use effective, analytical and evaluative methods to accurately assess information and make sound decisions.
6. Ability to plan and carry out work assignments producing both the quality and quantity expected.
7. Ability to develop improvements in and design new work methods and procedures.
8. Knowledge of the principles, functions and processes of management.
9. Knowledge of sound organizational and position structures for complex, diverse organizations.

#### CLASSIFICATION FACTORS:

##### Factor 1, Knowledge Required By The Position

Level 1-7

Points 1250

Knowledge of federal personnel policies, procedures, regulations, laws, and executive orders. Knowledge of qualitative and quantitative techniques for analyzing and measuring the effectiveness, efficiency and productivity of administrative and technical programs. Thorough knowledge of the mission, organization and work processes of the programs throughout the command. Skill in conducting studies, analyzing findings and making recommendations on substantive operating programs. Skill in preparing project papers and staff reports and preparing and presenting briefings to managers. Knowledge of analytical and investigative techniques to conduct and validate staffing requirement and utilization surveys of headquarters organizations. Thorough knowledge of management and organizational techniques, systems and processes for use in performing a wide variety of analytical studies and projects.

##### Factor 2, Supervisory Controls

Level 2-4

Points 450

Works under general administrative supervision of the Branch Chief. Makes decisions, commitments and takes action on items for which responsibility has been assigned. Completed assignments are considered technically authoritative and normally accepted with no significant change. Many situations are urgent and critical to further decision processes

requiring the incumbent to use independent judgment and originality. Decisions made by incumbent are considered authoritative.

**Factor 3, Guidelines**

Level 3-4

Points 450

Guidelines include laws, Executive Orders, federal, department and agency regulations, manuals and instructions. Also included are general administrative policies and management/organizational theories that require considerable adaptation and/or interpretation. Guidelines are often limited, conflicting or non-existent, requiring resourcefulness and initiative on the part of the employee to make application to specific situations.

**Factor 4, Complexity**

Level 4-5

Points 325

Work consists of projects and studies that require analysis of interrelated issues of effectiveness, efficiency and productivity of substantive mission-oriented programs. Decisions about how to proceed are complicated by conflicting program goals and objectives that may be driven from changes in legislative or regulatory guidelines and/or variations in the demand for program services. The incumbent develops options, recommendations and conclusions taking into account uncertainties about the data and other variables which may affect long-range program performance. When current measurements of effectiveness are ambiguous, the incumbent develops new information about the subject and establishes criteria to measure program accomplishments and/or develop new approaches for program evaluation that serves as precedence for others.

**Factor 5, Scope and Effect**

Level 5-4

Points 225

Establishes criteria to measure and/or predict the attainment of program or organizational goals and objectives. Completed work contributes to the effectiveness, efficiency and productivity of large organizations within an agency.

**Factor 6 & 7, Personal Contacts/Purpose of Contacts**

Level 3-C

Points 180

Contacts are with people outside the agency and may include consultants, contractors, or business executives in a moderately unstructured setting. Incumbent influences managers and supervisors into accepting and implementing findings and recommendations. Some resistance may be encountered due to such issues as organizational conflict and resource problems.

**Factor 8, Physical Demands**

Level 8-1

5 Points

The work is primarily sedentary. Occasionally the employee may be required to carry light objects such as files, books and papers. No special physical qualification are required.

**Factor 9, Work Environment**

Level 9-1

5 Points

The work is performed in an office setting.

---

**CLASSIFICATION SUMMARY:**

CLASSIFICATION STANDARD(S) USED: OPM PCS for Miscellaneous Administration and Program Series, GS-301, TS-34, dtd Jan 79; OPM PCS for Management and Program Analysis Series, GS-343, TS-98, dtd Aug 90; OPM PCS for Personnel Management Series, GS-201, Part II, TS-62, dtd Jun 66, dtd Jun 76; OPM PCS Personnel Staffing Series, GS-212, TS-6, dtd Jun 71, Position Classification Series, GS-221, TS-62, dtd Jun 66, OPM PCS Employee Relations Series, GS-230, TS-25, dtd Jun 76; OPM PCS Employee Development Series, GS-235, TS-4, dtd Apr 71; Administrative Analysis Grade Evaluation Guide, TS-98, dtd Aug 90

---

CLASSIFICATION REMARKS: Total Points = 2890, GS-12

---

Employee may be required to support the Crisis Action Team (CAT) during exercises and/or contingencies. This may require the employee to work overtime or other than normal duty schedule.



## AIR FORCE STANDARD CORE PERSONNEL DOCUMENT (SCPD)

ORGANIZATION: USTC/TCJ1-C SCPD NUMBER: ~~0842852~~ 43518  
 SELECTION LEVEL CODE: 8 COMP LEVEL CODE: 0Z5A  
 TARGET GRADE: E2 V/A C CAREER FIELD ID: P  
 DRUG TEST: N/A CAREER MANAGED TYPE: NA  
 SENSITIVITY: Non-merit-sensitive BUS: 8888  
 EMERGENCY ESS: N/A POSITION HIST: PD Update-skills code change  
 KEY POSITION: N/A

CLASSIFICATION: Manpower & Personnel Systems Specialist, GS-301-42 ~~10-1-01~~ 10-1-01  
 DUTY TITLE:

ORG & FUNC CODE:  
 1ST SKILL CODE: 35% APMCPM D501 Computer Specialist, Database Management  
 2ND SKILL CODE: 35% AGT Military Personnel Specialist  
 3RD SKILL CODE: 30% ARGPLN Management Analyst/Planning

CLASSIFICATION CERTIFICATION: SCPD adequately and accurately reflects the local work situation to meet classification, staffing, and performance management purposes.

CLASSIFIER'S SIGNATURE

DATE

**SUPERVISOR'S CERTIFICATION:** I certify that this Core Personnel Document is an accurate statement of the major duties, knowledges, skills, and abilities, responsibilities, physical and performance requirements of this position and its organizational relationships. The position is necessary to carry out government functions for which I am responsible. This certification is made with the knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds and that false or misleading statements may constitute violations of such statutes or their implementing regulations.

Amy C. O'Connor (signed)  
 SUPERVISOR'S SIGNATURE

DATE

## PERFORMANCE PLAN CERTIFICATION:

Ratee/Supv.				
Date				
Reviewer				
Date				
Employee				
Date				

Signature acknowledges receipt. It does not indicate agreement/disagreement.

NSPS:

IAW DOD 1400.25M (4-28-06):

Employee's performance plan in this PD is superseded by NSPS guidelines, and is documented on DOD form 2006

BUS Code - Position is exempt from Bargaining Unit.  
 Reason: Personnel Work IAW Chapter 71, par 7112(b)3

7/31/06

---

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

The primary purpose of this position is: to provide expert technical advice, guidance and assistance on a wide variety of manpower and personnel systems within USTRANSCOM. These systems affect the ability of the directorate to advise the commander on manpower and personnel issues in support of his role as the Distribution Process Owner. Additionally the position serves as a specialist involved in the management of the military formal training program.

The organizational location of this position is: USTRANSCOM, Directorate of Manpower and Personnel, Training and Civilian Personnel Division, Scott AFB, Illinois.

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

The organizational goals or objectives of this position are: See current mission and function statement.

---

**DUTY 1:**

Critical

Serves as advisor and primary technical systems expert for USTC manpower and personnel systems. Provides advice and technical expertise for all USTRANSCOM systems such as the Joint Personnel System, E-JMAPS, Command learning management system, service cell programs, etc. Establishes hardware/software requirements to meet the needs of the USTRANSCOM Manpower and Personnel Directorate. Insures that all hardware and software meet interoperability requirements to be compatible with USTC systems. Monitors customers' systems requirements and provides recommendations regarding addition, replacement, removal and/or modification to enhance customers' productivity. Keeps current on existing and available hardware and software and anticipated hardware and software developments.

**STANDARDS:**

- A. With few exceptions, demonstrates expert technical knowledges and sound analytical skills and techniques.
- B. Normally demonstrates an expert knowledge of AF manpower and personnel systems in order to meet USTRANSCOM warfighter requirements.
- C. Regularly monitors systems requirements and provides recommendations regarding replacements, modifications, etc.

KSA: 1,2,3,4,5

---

**DUTY 2:**

Critical

Provides technical support and advisory services for the USTC personnel and manpower systems. Provides guidance to users on technical aspects of the systems, the capabilities available within the system to assist them in their day-to-day operations, and their impact on processes. Troubleshoots/resolves problems of software and hardware compatibility with operating systems and LAN. Identifies systems problems and develops or recommends corrective action. Provides advice on the impact of system requirements/changes on personnel and manpower processes. Designs or coordinates with other offices to develop data products or local tables that enhance J1 management advisory services. Provides management with information necessary to address difficult and complex manpower and personnel management problems unique to unified commands.

**STANDARDS:**

- A. Normally troubleshoots/resolves problems with hardware and software compatibility.
- B. In most cases, provides J1 with necessary information to address difficult and complex manpower and personnel system problems, including interfaces, differing service requirements, etc.

KSA: 1,2,3,5

---

**DUTY 3:**

Critical

Serves as the command advisor in the areas of manpower and personnel systems management. Leads special projects and initiatives and performs special assignments with regard to USTC manpower and personnel systems. Accomplishes staff studies in all phases of USTC manpower and personnel system areas and proposes changes in these systems as appropriate. Takes actions necessary to identify long and short range manpower and personnel system needs of the command. Identifies areas where automation can effectively eliminate labor intensive manual systems. Loads, configures, and troubleshoots personnel systems applications software releases and commercial off-the-shelf software. Supports office systems by maintaining passwords/security, adding/changing peripherals, establishing common drives, and administering network-based or reliant software, and conducting basic troubleshooting. Promotes use of automated systems by providing instruction to users on automated processes and systems. Instruction includes such areas as: database and file accessing techniques; search strategies; processing and space utilization efficiencies; database security procedures; backup and program recovery techniques; and testing techniques.

**STANDARDS:**

- A. Thoroughly plans and conducts fact find for studies and taskings as assigned.
- B. In most cases, training provides users with an understanding of the relationships of the systems.
- C. Regularly maintains office systems in order to maintain passwords/security requirements.

KSA: 1,2,3,4

---

**DUTY 4:**

Critical

Administers all military formal training allocations for all USTC positions. Serves as a USTC Formal training manager monitoring all enlisted, officer and formal training procurement and allocation programs. Administers formal training requirements for all TDY to school courses and distance learning courses. Provides guidance to supervisors and employees on training and development aspects of formal training programs.

**STANDARDS:**

- A. Typically receives, processes, and forwards training related documents as appropriate in a prompt and professional manner.
- B. In most cases, maintains accurate records and logs of all training.
- C. Generally provides accurate and comprehensive information for walk-in and telephone customers.

KSA: 1,2,3,4

---

**DUTY 5:**

Critical

Administers quota allocation process for all USTC military employees. Manages out-of-cycle requirements for all formal training requests. Responsible for monitoring the command's cancellations, swaps, substitutions for all formal training quotas. Coordinates training activities with other Joint Commands, AFPC, HQ Air Staff, etc. Notifies higher headquarters and program owners immediately of any quota that is not being filled to prevent no-shows. Prepares and maintains records, files and materials. Maintains records of course attendance, withdrawals, completions and costs.

**STANDARDS:**

- A. Typically receives, processes, and forwards training related documents as appropriate in a timely and professional manner.
- B. Generally provides orders and fund cites in a timely manner.
- C. Normally provides accurate and comprehensive information to customers.

**KSA: 1,2,3**

---

**RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA):**

- 1. Knowledge of the principles, concepts, techniques, standards, processes, and guides of manpower and personnel management and ability to relate to personnel systems.
  - 2. Knowledge of a wide range of computer/automated data processing techniques, requirements, methods, sources, procedures, system software/hardware and systems development life cycles, analytical and diagnostic methods, programming, and systems analysis.
  - 3. Knowledge of the military training program, its objectives, policies, procedures and requirements or similar processes in parallel business and industry organizations in order to administer a comprehensive training program.
  - 4. Knowledge of military personnel policies, regulations and procedures pertaining to training and development.
  - 5. Ability to communicate effectively with others, both orally and in writing, in working out solutions to problems or questions relating to work.
  - 6. Ability to gather facts and use effective analytical and evaluative methods to accurately assess information and make sound decisions.
  - 7. Ability to develop improvements in and design new USTC manpower and personnel work methods and procedures using automated systems.
- 

**CLASSIFICATION CRITERIA:****Factor 1, Knowledge Required**

Level 1-7

1250 Points

Knowledge of a wide range of computer/automated data processing techniques, requirements, methods, sources, procedures, system software/hardware and systems development life cycles, analytical and diagnostic methods, programming, and systems analysis.

Extensive knowledge of the USTC manpower and personnel systems to include detailed knowledge of the work processes, data models, work rules, file/database design/structure and content, equipment, internal computer processes, applications, and utility programs, to advise on alternative approaches, to identify problems and plan and implement solutions, and to collaborate with design center personnel in effecting needed changes.

In-depth knowledge of the capabilities and limitations of local and wide area networks, technical microcomputer/mainframe integration and communication/distributed processing techniques, systems software, utility programs, and programming aids to accomplish applications programming supporting network maintenance or to



accomplish tasks associated with network/communications software projects. Ability to identify needed network system modifications and to relate all aspects of work to the network and user requirements. Knowledge of established security techniques and procedures to ensure network security requirements related to physical, personnel, emanations, and information security are accomplished.

A high level of technical skill in manpower and personnel systems, knowledge of civilian personnel policies, processes, and specialty areas, and the ability to relate these knowledges to system processes/functions/capabilities; to provides positive assistance in solving workforce issues; to provide advice on organizational structure; to conduct planned, systematic studies to identify long- and short-term needs of serviced organizations; and to help plan organizational or procedural changes.

Knowledge of specialized military training methods, regulations, principles or concepts to carry out technical projects. Knowledge of the format, content, and uses of the military personnel records to process training transactions which present complex and unusual procedural or substantive issues or the review of completed transactions as screening nominees for schools to identify those qualified in accordance with special requirements relating to the assignment, in addition to basic regulatory requirements regarding rank, previous education or training.

General knowledge of the mission, objectives, terminology, and management practices of the activity, the agency, and the department to recognize probable areas of interaction and overlap between legacy and proposed systems.

**Factor 2, Supervisory Controls**

Level 2-4

450 Points

The supervisor sets the overall objectives and, in consultation with the employee, determines time frames and possible shifts in resources required. The employee independently plans and carries out projects and analyses of the Manpower and Personnel Directorate requirements; interprets policies, procedures, and regulations, in conformance with established mission objectives; integrates and coordinates the work of others, as necessary; and resolves most conflicts that arise. The employee informs the supervisor about progress, potentially controversial matters, or far-reaching implications. Completed work is reviewed from an overall standpoint in terms of meeting requirements or achieving expected results.

**Factor 3, Guidelines**

Level 3-4

450 Points

Guidelines primarily consist of Federal, agency and local regulations, policies, standards and objectives, precedent system designs, and user procedure handbooks and technical manuals, regulations, and directives. Data for studies often requires development of special information sources to resolve differences in findings by users. Guidelines are often lacking, especially as they relate to USTC joint command; requiring new or different methods to be tested which may provide a basis for the development of future guidelines. Considerable judgment is required in relating guidelines to a workable solution of projects and determining if additional methods of problem resolution would be beneficial.

**Factor 4, Complexity**

Level 4-4

225 Points

The work requires independent accomplishment of various stages in the automation of USTC J1 work processes, including participation in defining the problem, designing a solution, systems testing, evaluating the applicability of off-the-shelf software/hardware, and evaluating the impact and applicability of proposed modifications or new releases to existing hardware/software. The training work consists of evaluations and analyses involving principles of the military training programs. The work also requires providing management advisory services on manpower and personnel systems and processes and impact on users. Assignments consist of projects, studies, or evaluations characterized by the need for substantial analysis. The work requires consideration of considerable data and assessment of situations complicated by conflicting or insufficient data which must be analyzed to determine the applicability of established methods. Different technical approaches must be tested and projections made. Development of project controls normally is required to integrate various phases of the project. Consideration must be given to probable areas of future changes in systems design, equipment layout, or comparable aspects that will facilitate future modernization. Proposed modifications or new releases are seldom unprecedented in nature.

**Factor 5, Scope and Effect**

Level 5-4

225 Points

---

The work involves investigating and analyzing a variety of unusual problems, questions, or conditions associated with USTC manpower and personnel systems. Solutions are rarely covered by established or standardized procedures. Maintains established applications programs and modifies program contents to provide new data and output when such changes do not modify the original programming logic and techniques. Reviews, tests, and corrects procedures to resolve processing delays or failures. Explains to and assists customers with application of system capabilities. The work contributes to the improvement of productivity, effectiveness and efficiency of program operations primarily affecting USTC operations.

**Factor 6, Personal Contacts and Factor 7, Purpose of Contacts**

Level 2c

145 Points

**Persons Contacted:** Primary contacts are with members of the manpower and personnel directorate, recipients of services or service providers outside the J1 such as functional managers. Contacts also are with counterparts at other joint commands, AF and with private vendor representatives.

**Purpose of Contacts:** The purpose of contacts is to plan, coordinate, advise on work efforts, or to resolve problems on the nature of personnel management systems. Contacts are also to promote systems use and to sell recommended changes to processes, automated systems, or automation plans.

**Factor 8, Physical Demands**

Level 8-2

20 Points

The work requires extended periods of caring for, performing repairs, and installing equipment which requires standing, stretching, bending, stooping, walking, and reaching. The work also requires the carrying of loads of paper and computer equipment that may weigh up to 40 pounds.

**Factor 9, Work Environment**

Level 9-1

5 Points

Regular and recurring work is performed in a work environment that involves normal everyday low risks or discomforts typical of offices or commercial vehicles. Work areas are adequately lighted, heated, and ventilated.

---

**Other significant facts pertaining to this position are:**

1. May be subject to recall during other than normal duty hours.
2. The employee may be required to travel on military and commercial aircraft to perform temporary duty.
3. The employee must obtain and maintain an appropriate security clearance
4. Emergency overtime may be required.

---

**CLASSIFICATION SUMMARY:****CLASSIFICATION STANDARD(S) USED**

1. OPM PCS for Miscellaneous Administration and Program Series, GS-301, TS-34, Dated Jan 1979.
2. Job Family Standard for Administrative Work in the Information Technology Group, GS-2200, Dated 5/01.
3. Job Family Position Classification Standard for Administrative Work in the HR Group, GS-0200, Dated Dec 2000.

TOTAL POINTS: 2770

GS-12 grade range: 2755 – 3150

GRADE: GS-12

**Final Classification: Manpower and Personnel Systems Specialist, GS-301-12.**





## AIR FORCE CORE PERSONNEL DOCUMENT (CPD)

ORGANIZATION: USTRANSCOM/TCJ1-M  
 SUPV LEV CODE: **5**  
 TARGET GRADE: ~~GS-13~~ **YA 02**  
 JOB SHARE: No  
 SENSITIVITY: Non-Critical Sensitive  
 EMERGENCY ESS: No  
 KEY POSITION: No

CPD NUMBER: 9S42114001  
 COMP LEV CODE: ~~K76AA~~  
 FLSA: Exempt  
 CAREER PROG ID: 2/1  
 BUS: 8888  
 DRUG TEST: N  
 POSITION HIST: Replaces 9S41323001  
**9541763001**

CLASSIFICATION: **MANAGEMENT ANALYST, GS 343-13**  
 DUTY TITLE: **Manpower Program Analyst**

ORG & FUNC CODE: CAY - Manpower  
 1ST SKILL CODE: **6050%** ARGRMOMOC Management Analysis/Manpower & Orgn/Manpower Orgn Control  
 2ND SKILL CODE: **4050%** ARLPRG Program Analysis/Programming  
 3RD SKILL CODE:

CLASSIFIED BY:

*Bealittle yma*

CLASSIFIER'S SIGNATURE

**19 Oct 01**

DATE

**SUPERVISOR'S CERTIFICATION:** I certify that this Core Personnel Document is an accurate statement of the major duties, knowledge, skills, and abilities, responsibilities, physical and performance requirements of this position and its organizational relationships. The position is necessary to carry out government functions for which I am responsible. This certification is made with the knowledge that this information is to be used for statutory purposes relating to ap and payment of public funds and that false or misleading statements may constitute violations of such statute implementing regulations.

*Sharon W Switzer*

SUPERVISOR'S SIGNATURE

**19 Oct 01**

DATE

## PERFORMANCE PLAN CERTIFICATION:

Rater/Supv.				
Date				
Reviewer				
Date				
Employee*				
Date				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

Effective 10-15-2006  
 IAW DOD 1400.25M (4-28-06):  
 Employee's performance plan in this PD is superseded by  
 I/SPS guidelines and is documented on DOD form 2906

BUS CODE: Position is exempt from Barg Unit  
 REASON: Professional IAW Ch 71, para 1  
 (E) 5

---

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

**The primary purpose of this position is:** To serve as a command headquarters Manpower Program Analyst, applying experience to analyze issues and develop recommendations to resolve substantive manpower resource problems for both combat operations and headquarters-level workload at a unified combatant command (USTRANSCOM), as well as manpower funded through the Transportation Working Capital Fund (TWCF) at the Transportation Component Commands (TCC). Obtains, plans, directs, and coordinates military and civilian manpower issues for the USTRANSCOM Program Objective Memorandums (POMs), Program Review submissions, and Budget Review submissions. Represents USTRANSCOM in Office of the Secretary of Defense (OSD), Joint Staff, Unified Command, and Service Component-level meetings and working groups on billet resource and programming issues. Analyzes, develops, and evaluates billet issues. Serves as the resource manager for the Joint Manpower and Personnel System (JMAPS) and the OSD Manpower Coordination Database in support of USTRANSCOM combat operations and headquarters functions, to include all subordinate units, and TCC TWCF manpower.

**The organizational location of this position is:** USTRANSCOM; Directorate of Manpower and Personnel (TCJ1); Manpower Management Division (TCJ1-M); Scott AFB IL.

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

**The organizational goals or objectives of this position are:** To provide USTRANSCOM and its Transportation Component Commands (TCCs) the ability to objectively and systematically adjust and track Defense Transportation System (DTS) manpower resource levels to meet strategic mobility requirements through proactive, timely and programmatic inputs into the DOD Planning, Programming, and Budgeting System (PPBS). To provide senior leadership and management expert counsel on effective and economical program management of Appropriated and Transportation Working Capital Fund (TWCF) manpower resources; conduct quantitative/qualitative analyses; and provide advice and support to serviced organizations by creating and fostering an innovative management culture and operating style.

---

**DUTY 1:****Critical**

**Plans, directs, coordinates, and defends military and civilian manpower resources in the USTRANSCOM Program Objective Memorandum (POM), Program Review submissions, and Budget Review submissions. Develops resource allocation, realignment and/or programming recommendations for senior leadership consideration.** Serves as the senior expert analyst, and advisor to command management on manpower program analysis, annual/multi-year and long-range manpower program planning, and issues for key command programs. Provides subject expertise to the Chief, Manpower Division, Director of Manpower and Personnel, command directorates, all USTRANSCOM subordinate activities, and the Transportation Component Commands (TCCs). Uses thorough knowledge of USTRANSCOM missions and priorities and Service/OSD PPBS processes to recommend viable recommendations. Ensures all programmed/budgeted manpower levels are detailed, justified, and validated by the command prior to submission to the Services and/or OSD for appropriated and TWCF POM and budget submissions. Develops guidance for the USTRANSCOM Staff and TCCs. Consolidates, reviews and evaluates inputs from the staff and TCCs and makes specific justifiable recommendations for adjustments. Serves as the manpower representative at budget hearings. Advises and coordinates manpower issues directly with representatives of OSD (PA&E, Comptroller and P&R), the Joint Chiefs of Staff, and the Services. Manages and adjusts manpower requirements in response to unforeseen changes in organization, methods and procedures resulting from budget alterations, or authorization limitations.

**STANDARDS:**

- A. Almost always researches approaches to evaluations and develops techniques suitable for evaluating programs and processes which are in most cases, largely undefined.

- B. Normally plans, directs, and coordinates initiatives necessary to thoroughly detail, justify, and validate programmed and budgeted manpower levels.
- C. Usually provides accurate and timely supporting data and advice to senior USTRANSCOM leadership during the process of defending billet resource levels, to include shortfall requirements, to OSD, the Services, and/or the Joint Staff.
- D. Clearly articulates details necessary for USTRANSCOM to almost always successfully defend billet levels to the Joint Staff or directly to OSD PA&E/Comptroller staffs for Program Budget Decision (PBD) consideration.

**KSA:** 1, 2, 3, 4, 5, 6, 7, 8, 9, 10

---

**DUTY 2:****Critical**

Evaluates the content of new or modified legislation and Service/OSD programming and budget decisions for projected impact upon command programs and resources. Translates basic legislation into program goals, actions, and services. Develops USCINTRANS positions to advocate adequate manpower support for all mobility programs. Reviews annual Defense Authorization and Appropriation bills and committee reports for manpower impact to USTRANSCOM programs. Monitors the manpower status of all major transportation programs as they appear in the Services' POMs, budgets, numerous OSD Program Budget Decisions (PBD) and the President's Budget. Ensures an analysis of these issues adequately addresses USCINTRANS priorities and concerns. Prepares reclama and major budget issue papers and briefings as required. Works extensively with middle and senior level staff managers in the Services Joint Staff, OSD, as well as the major command components to gather and analyze manpower resource information concerning mobility programs. Evaluates and analyzes issues and recommends appropriate USCINTRANS action. Prepares reclama papers and briefings. Plans, organizes, and determines scope and depth of largely undefined projects and manpower to develop recommendations on the best way to implement programming and legislative actions. This work may include such projects as the Federal Workforce Restructuring Initiative designed to eliminate unnecessary layers of management and the Defense Planning Guidance directing a programmatic reduction in management headquarters actions. Represents USTRANSCOM in partnerships with other organizations affecting USTRANSCOM's organizational structure and POM initiatives. Determines evaluation techniques, measures and assesses programs and processes in terms of efficiency, effectiveness and ensures compliance with agency rules and publications. Briefs USTRANSCOM DCINC and other senior level management officials relative to restructuring and/or programmatic options and the impact it on the Command.

**STANDARDS:**

- A. Analyzes proposed legislation and effectively coordinates with USTRANSCOM directorates, TCCs, Services, Joint Staff, and OSD to determine the manpower resource impact and appropriate courses of action.
- B. Generally develops consistently sound judgments, inferences, assumptions and conclusions recommends appropriate courses of action for current and future activities.
- C. Effectively utilizes qualitative and quantitative techniques to, in most cases, thoroughly evaluate the impact of Service and OSD programming and budgeting decisions on DTS manpower.
- D. Communicates effectively with all levels of management by almost always promptly preparing reclaims, position papers, informational papers, and briefings on major congressional/DOD issues.

**KSA:** 1, 2, 3, 4, 5, 6, 7, 8, 9, 10

---

**DUTY 3:****Critical**

Prepares and presents high level briefings of conclusions; many being highly subjective and not readily susceptible to verification until actual operational situations are encountered. Prepares reports, responses to

queries, justifications and background papers on the technical aspects of areas of expertise and assignment. Develops recommendations to resolve substantive problems/issues of effectiveness and efficiency of work operations to the USTRANSCOM command environment. Applies qualitative and quantitative analytical techniques that frequently require modification to fit a wide range of variables. Represents USTRANSCOM in OSD, Joint Staff, Unified Command, and Service Component-level meetings and working groups on billet resource and programming issues. May chair such groups or meetings when the meeting is in the incumbent's area of assignment. Hosts meetings with MAJCOM representatives to discuss/resolve PPBS concepts and other issues of common interest. Resolves day-to-day manpower programming issues as they pertain to USTRANSCOM mission impacts to be included in the Future Years Defense Program (FYDP). Refines existing work methods and techniques for application to the analysis of specific manpower issues that will impact the FYDP.

**STANDARDS:**

- A. In most cases, serves as the expert planner, coordinator and advisor for command policy regarding the planning, allocation, and execution of the USTRANSCOM manpower program.
- B. Normally demonstrates a high level of technical competence of assigned plans and projects to accurately report results of studies, respond to queries, and provide acceptable justifications and background papers.
- C. Normally demonstrates ability to recognize management problems, independently conduct analysis, compare and evaluate findings and determine benefits of current or projected programs, and provide fact-based recommendations in accordance with established guidelines and milestones.
- D. Demonstrates high standards of professionalism to effectively represent the organization and frequently provide current information to top management to keep them aware of the status of program readiness.

**KSA:** 1, 2, 3, 4, 5, 6, 7, 8, 9, 10

**DUTY 4:****Critical**

**Designs, plans, organizes, and directs team study work of comprehensive studies of Headquarters, USTRANSCOM and its subordinate activities where the boundaries are extremely broad and difficult to determine in advance.** The studies are to improve efficiency by identifying, proposing, and devising new organizational structures, realignment of functions, and/or staffing levels. Assigns segments of the study to various participants; coordinates the efforts of the group; determines and evaluates facts, develops well-documented background materials and consolidates findings into a completed report which presents the staff practical solutions for immediate and long-term manpower problems. Negotiates effectively with management to accept and implement recommendations on optimum organizational structure and allocation or reallocation of manpower resources where the proposals involve command resources, require extensive changes in established procedures, or conflicts with the desires of the organizations studied. Monitors implementation of accepted proposals with respect to economical use of manpower assets to achieve increased effectiveness, efficiency, and economy of operations, the results of which could strongly influence or change the way the subject studied interrelates with other agencies.

**STANDARDS:**

- A. Normally displays consistencies when planning, organizing, and determining scope and manpower projects and studies which are largely undefined.
- B. Thoroughly researches approaches to evaluations and, in most cases, develops techniques suitable for evaluating programs and processes.
- C. Usually excels in completing study within specified times in accordance with stated objectives; and developing innovative and creative solutions to measure program accomplishment, results and effectiveness.



- D. Almost always effectively interacts with participants, managers, and command staff for successful accomplishment of requirements and objectives.

KSA: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10

---

**DUTY 5:****Critical**

Serves as the command manpower resource manager for the OSD PA&E manpower coordination database for all TWCF manpower and the Joint Manpower and Personnel System (JMAPS) for USTRANSCOM combat operations and headquarters functions, to include all subordinate units. Complies with manpower resource constraints established by the Joint Staff/OSD pertaining to headquarters ceilings, civilian end strength/work-year, and departmental resource/grade limitations. Coordinates total TWCF manpower levels, to include the TCCs, with the Services through the OSD-controlled manpower coordination process. Resolves disconnects and provides sound rationale for adjustments. Directs the development, coordination, and submission of Manpower Requirements Change Packages (MRCPs) to the Joint Staff/J-1 for their coordination and approval by the Service Planners. Resolves Service Planner issues with MRCPs via direct contact, where necessary. Adjusts and balances the Joint Table of Distribution (manpower book) to match the Future Years Defense Program (FYDP).

**STANDARDS:**

- A. Typically advises management on program analysis, annual/multi-year and long range fiscal/program planning for key programs.
- B. Normally ensures USTRANSCOM TWCF manpower is correctly portrayed in the Service Future Years Defense Program and the OSD manpower coordination database.
- C. Normally ensures JMAPS Resource Module database is accurate, within the limitations of Joint Staff Manpower, policy and Public Law.
- D. Ensures the Service Manpower Data Systems and FYDP are, in most cases, balanced by the end of each fiscal year.

KSA: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10

---

**DUTY 6:****Critical**

Analyzes directives and guidance received from higher headquarters for the purpose of standardizing and clarifying the broad manpower language of the higher headquarters instruction. Performs staff visits and surveys to headquarters staff for the purpose of furnishing advice and assistance in regard to manpower planning/programming. Performs special studies and projects. Attends meetings and conferences at the Joint Staff/OSD as required. Recommends manpower policies and procedures. Negotiates effectively with management to accept and implement recommendations, where the proposals involve substantial resources, require extensive changes in established procedures, or may be in conflict with the desires of the activity studied. Briefs USTRANSCOM staff offices on manpower functions and programs.

**STANDARDS:**

- A. Normally designs and conducts comprehensive studies where the boundaries are extremely broad and difficult to determine in advance.
- B. Almost always demonstrates strong negotiation skills to frequently negotiate with management to accept and implement recommendations.
- C. Usually ensures sound, fact-based recommendations are almost always provided in accordance with established guidance and policies.

- ☐ Thoroughly understands and can normally be relied upon to enforce Joint Staff and higher headquarters directives, policies, and guidance.

**KSA:** 1, 2, 3, 4, 5, 6, 7, 8, 9, 10

---

**Other significant facts pertaining to this position are:**

Work may occasionally require travel away from the normal duty station on military or commercial aircraft.

The employee must be able to obtain and maintain a SECRET clearance as a condition of employment.

Employee may be required to support the Crisis Action Team (CAT) during exercises and/or contingencies. This may require the employee to work overtime or other than normal duty schedule.

---

**RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA):**

1. Mastery knowledge of advanced management and organizational principles and practices which require the ability to direct complex studies requiring application of advanced analytical methods and techniques which are difficult to determine in advance.
2. Knowledge of qualitative and quantitative techniques for analyzing and measuring the effectiveness, efficiency, and productivity of USTRANSCOM missions, programs, and work processes.
3. Knowledge of the Department of Defense Planning, Programming, and Budgeting System (PPBS), and Service policies, procedures, and schedules for developing Program Objectives Memoranda, Budget Estimate Submissions, and Financial Plans to analyze issues to independently negotiate the command's position.
4. Knowledge and skill sufficient to gather, assemble, and analyze facts, identify changes and trends, draw conclusions, and devise innovative solutions to management problems.
5. Knowledge of goals, resources, objectives, organizations, functions, and sources pertinent to the program(s) and the organizations studied or served, and related customers, functions, resources, and users.
6. Skill in the application of manpower and programming directives, concepts, procedures, guidance, and policy.
7. Ability to stratify resources against approved programs; to plan, present, and execute budgets, to analyze budget impacts on programs; and to forecast long-term funding requirements.
8. Ability to originate new ideas, projects, studies, and methodologies; and to organize and lead special study teams and task forces with members from different organizations and commands.
9. Ability to communicate effectively, both orally and in writing, to gain cooperation from others through tact, courtesy, and diplomacy.
10. Ability to access or locate information through the use of a personal computer and software programs.

---

**CLASSIFICATION CRITERIA:**

**Factor 1, Knowledge Required by the Position**

**Level 1-8**

**1550 Points**

Mastery of advanced management and organizational principles and practices along with a comprehensive knowledge of planning, programming, and budgeting regulations, guidelines and process, and thorough knowledge of the command's planning and management process to prepare long-range (5-year) and short range planning guidance in accordance with broad agency program policies and objectives. Knowledge of agency program goals and objectives, sequence and timing of key program events and milestones, and methods of evaluating the worth of program accomplishments. Develops resource (staffing and funding) guidance for subordinate activities, and performs continuous appraisal of the utilization of command resources in accomplishing program objectives and goals. The work requires ability to direct complex studies requiring application of advanced analytical and statistical methods and reengineering techniques where the boundaries of the work is extremely broad and difficult to determine in advance.

Expert knowledge of analytical and evaluative methods plus a thorough understanding of how regulatory or enforcement programs are administered to select and apply appropriate program evaluation and measurement techniques in determining the extent of compliance with rules and regulations issued by the Department of Defense, or in measuring and evaluating program accomplishments. This includes translating basic legislation into program goals, actions, and services; as well as evaluating the content of new or modified legislation for projected impact upon the DTS programs or resources. Skill to prepare recommendations for legislation to change the way programs are carried out.

Knowledge of military command structure, missions, programs, and organizational relationships plus a thorough knowledge of quantitative and qualitative methods and techniques to develop staffing standards covering complex program functions or mission.

High degree of skill in analyzing and comparing cost benefits, cost projections, budgetary tradeoffs, fiscal strategies, and programmatic factors to produce fully justified options that can be presented to higher levels of management for use in defending fiscal decisions. Utilizes a wide range of qualitative and quantitative methods to assess complex management processes and to improve effectiveness of USTRANSCOM management processes and systems.

Ability to plan, organize, develop studies or projects and to negotiate effectively with management to accept and implement recommendations, where the proposals involve substantial resources, require extensive changes in established concepts and procedures, or may be in conflict with previous programming actions.

**Factor 2, Supervisory Controls****Level 2-4****450 Points**

The employee and supervisor develop a mutually acceptable project plan that includes identification of the work to be done, the scope of the project, and deadlines for its completion. Within the parameters of the approved project plan, the employee is responsible for planning and organizing the study, and conducting all phases of the project. This frequently involves the definitive interpretation of regulations and study procedures, and the initial application of new methods. The employee informs the supervisor of potentially controversial findings, issues, or problems with widespread impact. Completed projects are reviewed by the supervisor for compatibility with organization goals, guidelines, and effectiveness in achieving intended objectives. Completed work is also reviewed critically outside the employee's immediate office by staff and line management officials whose programs and employees would be affected by implementation of the recommendations.

**Factor 3, Guidelines****Level 3-4****450 Points**

The guidelines consist of general administrative policies and management and organizational theories that require considerable adaptation and/or interpretation for application to issues and problems studied. Guidelines do not go into detail as to the methods used to accomplish the project. Within the context of broad regulatory guidelines, the employee may refine or develop more specific guidelines such as implementing methods for the measurement and improvement of effectiveness and productivity in the administration of operating programs.

**Factor 4 - Complexity****Level 4-5****325 Points**

The work involves gathering information, identifying and analyzing issues, and developing recommendations to resolve problems of effectiveness and efficiency of work operations in a program or program support setting of substantive mission-oriented programs in addition to dealing with problems and relationships of a procedural nature. Decisions about

How to proceed in planning, organizing and conducting studies are complicated by conflicting program goals and objectives which may derive from changes in legislative or regulatory guidelines, productivity, and/or variations in the demand for program services. Assignments are further complicated by the need to deal with subjective concepts such as value judgments; the quality and quantity of actions are measurable primarily in predictive terms; and findings and conclusions are highly subjective and not readily susceptible to verification through replication of study methods or reevaluation of results. Options, recommendations, and conclusions developed by the employee take into account and give appropriate weight to uncertainties about the data and other variables which affect long-range program performance. For example, the employee may need to consider and assess the relative advantages and disadvantages of centralizing or decentralizing work operations in organizations with several echelons of geographically separated components. In some instances, work is complicated by the need to develop data about workload and program accomplishments which is currently unavailable. Current measurements of program effectiveness may be ambiguous and susceptible to widely varying interpretations. Under these circumstances the employee develops new information about the subject studies and establishes criteria to identify and measure program accomplishments, develops methods to improve the effectiveness with which programs are administered, or develops new approaches to program evaluation which serve as precedents for others.

**Factor 5 - Scope and Effect****Level 5-4****225 Points**

The work involves establishing criteria to measure and/or predict the attainment of program or organizational goals and objectives, promulgating program guidance for application across organizational lines or in varied geographic locations, and/or evaluation of program effectiveness. The work contributes to the improvement of productivity, effectiveness, and efficiency in program operations and/or administrative support activities at different echelons and/or geographical locations within the organization; and affects the plans, goals, and effectiveness of missions and programs at these various echelons or locations. Advises on changes to organizational structures, organizational charts, and mission and function statements to implement reorganizations or changes in program administration in order to reduce or eliminate functional overlap among command's substantive programs. Work contributes to the optimum organization and distribution of functions, organizational structure and staffing of activities.

**Factor 6/7 - Personal Contact and Purpose of Contacts****Levels 6/7-3/c****180 Points**

Personal Contacts are primarily with manpower, reserve, and programming experts within the command, the Joint Staff, the four Services, and the Office of the Secretary of Defense. The employee regularly meets with persons representing organizations or groups from outside the employing agency as well as with program officials several managerial levels above the employee within USTRANSCOM, as well as OSD, Joint Staff, Services and Component Commands.

The purpose is to influence managers or other officials to accept and implement findings and recommendations on organizational improvement or program effectiveness. May encounter resistance due to such issues as organizational conflict, competing objectives, or resource problems.

**Factor 8 - Physical Demands****Level 8-1****5 Points**

Work is generally performed in an office setting. A moderate amount of walking and standing is required when attending meetings and conferences, and in visiting other offices and buildings.

**Factor 9 - Work Environment****Level 9-1****5 Points**

Most work is performed in a properly heated and ventilated, air conditioned, and well-lighted office setting.

---

**CLASSIFICATION SUMMARY:****Classification Standard(s) Used:**

OPM PCS for Management and Program Analysis Series, GS-0343, TS-98, dated Aug 90;  
OPM PCS for Administrative Analysis Grade-Evaluation Guide, TS-98, dated Aug 90.

**Classification Remarks:**

The Management and Program Analysis Series, GS-0343, does not contain grading criteria. This standard states that nonsupervisory positions at GS-09 and above be evaluated by reference to the Administrative Analysis Grade Evaluation Guide. The Administrative Analysis Grade Evaluation Guide covers administrative work which does not require specialized subject matter knowledges and skills but does require a high degree of qualitative and/or quantitative analytical skills, the ability to research problems/issues, written and oral communication skills, and the application of mature judgment in problem solving. Work described in this position description falls within this definition; therefore the position was evaluated in accordance with the factors and work illustrations in the Administrative Analysis Grade Evaluation Guide.

**Grade Determination:**

The work of the position is classified on projected duties.

GS-13 Point Range:	3155-3600
Total Points:	3190
Grade:	GS-13

---



**AIR FORCE STANDARD CORE PERSONNEL DOCUMENT (SCPD)**

ORGANIZATION:	USTC/TCJ1-D	SCPD NUMBER:	9S9S149
SUPV LEVEL CODE:	2	COMP LEVEL CODE:	2K5A
TARGET GRADE:	15	FLSA:	Exempt
DRUG TEST:	No	CAREER FIELD ID:	P
SENSITIVITY:	Critical Sensitive	CENTRALLY MANAGED TYPE:	NA
EMERGENCY ESS:	No	BUS:	8888
KEY POSITION:	No	POSITION HIST:	Replaces 9S41367

---

CLASSIFICATION: Supervisory Human Resource Manager GS-301-15  
DUTY TITLE: Deputy Director, Manpower & Personnel Directorate

---

ORG & FUNC CODE: CSY			
1ST SKILL CODE:	55%	AGGPVA	Pers Mgmt Spec, Resource Planning/Prog/Util
2ND SKILL CODE:	30%	ARGRES	Management Analyst, Organizational Analysis
3RD SKILL CODE:	15%	AGT	Military Personnel Specialist

---

DEVELOPED AND CLASSIFIED BY THE AIR FORCE SCPD LIBRARY, 05/10/00

---

**CLASSIFICATION CERTIFICATION:** SCPD adequately and accurately reflects the local work situation to meet classification, staffing, and performance management purposes.

_____ CLASSIFIER'S SIGNATURE	_____ 08 Jun 2005 DATE
---------------------------------	------------------------------

---

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

_____ SUPERVISOR'S SIGNATURE	_____ 07 Jun 2005 DATE
---------------------------------	------------------------------

---

**PERFORMANCE PLAN CERTIFICATION:**

<b>Rater/Supv.</b>				
<b>Date</b>				
<b>Reviewer</b>				
<b>Date</b>				
<b>Employee*</b>				
<b>Date</b>				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

**The primary purpose of this position is:** To exercise second level supervisory and managerial authorities over the Manpower and Personnel Directorate.

**The organizational location of this position is:** U.S. Transportation Command, Directorate of Manpower and Personnel, Scott AFB, IL.

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

**The organizational goals or objectives of this position are:** to provide comprehensive manpower, personnel, resource management and strategic planning services for the command and its component commands.

---

**DUTY 1:**

Critical

**Plans, organizes, and oversees the activities of the USTRANSCOM Manpower and Personnel Directorate.** Develops goals and objectives that integrate organization and manpower and personnel objectives. Establishes, revises, or reviews policies, procedures, mission objectives, and organization design for the staff, as necessary to eliminate work problems or barriers to mission accomplishment, promote team building, implement quality improvements, or in response to concerns with regulatory compliance and/or customer requirements. Plans work for accomplishment by subordinate units, sets and adjusts short-term priorities, and prepares schedules based on consideration of difficulty of requirements and assignments such that the experience, training, and abilities of the staff are effectively utilized to meet organization and customer needs. Provides subordinate supervisors and staff with direction and advice regarding policies, procedures, and guidelines. Reviews and structures organization to optimize use of resources and maximize efficiency and effectiveness of the organization. Balances workload and provides overall direction and vision to the subordinate unit chiefs on a wide range of human resource, manpower and administrative issues. Establishes metric and analysis systems for units managed to assess efficiency, effectiveness, and compliance with regulatory procedures. Evaluates requirements for additional resources submitted by subordinate supervisors, and balances organization needs with overall mission requirements and resource interests. Identifies need for change in organization priorities and takes action to implement such changes. Plans and schedules work in such a manner that promotes a smooth flow and even distribution and ensures effective use of organization resources to achieve organization goals and objectives as well as installation customer needs. Establishes review systems for the organization that make certain government needs are met and validated, and that economy and quality of operations are maintained or improved. Accepts, amends, or rejects work of subordinate supervisors. Reviews work and management techniques of subordinate supervisors and is held accountable for actions taken and advice provided by staff of subordinate units. Makes decisions on work problems presented by subordinate supervisors. Directs self-assessment activities of subordinate supervisors. Reviews training recommended by subordinate supervisors to assure it is proper and promotes effective operation of the organization as a whole.

**STANDARDS:**

- A. Planning, organizing, and directing efforts typically comply with higher headquarters guidance and achieve organization and customer needs.
- B. Management of resources normally meets the needs of the staff and customers adequately and effectively.
- C. Methods established to review actions of subordinate supervisors are usually effective and ensure legal and regulatory compliance issues and/or customer concerns are promptly identified and addressed.

**KSA:** 1, 2, 3, 4, 5, 6, 7, 8

---

**DUTY 2:**

Critical

**Exercises supervisory personnel management responsibilities.** Directs, coordinates, and oversees work through subordinate supervisors. Advises staff regarding policies, procedures, and directives of higher level management or headquarters. Selects candidates for subordinate non-supervisory positions and recommends selections for

DATE: 5/10/00

Page 2



subordinate supervisory positions taking into consideration skills and qualifications, mission requirements, and EEO and diversity objectives. Ensures reasonable equity among units of performance standards developed, modified, and/or interpreted and rating techniques developed by subordinate supervisors. Explains performance expectations to subordinate supervisors and employees directly supervised and provides regular feedback on strengths and weaknesses. Appraises performance of subordinate supervisors and other employees directly supervised and serves as reviewing official on evaluation of non-supervisory employees rated by subordinate supervisors. Approves expenses comparable to within-grade increases, extensive overtime, and employee travel. Recommends awards for non-supervisory personnel and changes in position classification to higher level managers. Hears and resolves group grievances and employee complaints referred by subordinate supervisors and employees. Initiates action to correct performance or conduct problems of employees directly supervised and reviews and/or approves serious disciplinary actions (e.g. suspensions, removals) involving non-supervisory subordinates. Ensures documentation prepared to support actions is proper and complete. Reviews developmental needs of subordinate supervisors and non-supervisory employees and makes decisions on non-routine, costly or controversial training needs and/or requests for unit employees. Encourages self-development. Approves leave for subordinate supervisors and ensures adequate coverage in organization through peak workloads and traditional holiday vacation time. Demonstrates sensitivity to ideas of subordinates. Ensures actions taken directly as well as those by subordinate supervisors promote an environment in which employees are empowered to participate in and contribute to effective mission accomplishment. Discharges security responsibilities by ensuring education and compliance with security directives for employees with access to classified or sensitive material. Recognizes and takes appropriate action to correct situations posing a threat to the health or safety of subordinates. Applies EEO principles and requirements to all personnel management actions and decisions, and ensures all personnel are treated in a manner free of discrimination. Explains classification determinations to subordinate employees.

**STANDARDS:**

- A. Personnel management initiated are typically prompt, accurate, and well considered in terms of mission, legal, regulatory, and EEO objectives.
- B. Technical and administrative guidance provided to subordinates is almost always timely and substantive, and promotes development of individual skills and abilities.
- C. Consistently observes and complies with health, safety, and security directives.

KSA: 1, 2, 3, 4, 5

---

**DUTY 3:**

Critical

**Provides substantive and analytical input to Command's joint long-range planning and operation documents.** Provides oversight to direct and control development and implementation of military and civilian personnel programs to include formulating, coordinating and integrating personnel policies, plans and procedures in support of joint operations and exercises. Implements manpower and personnel strategic plans, and human capital resource plans to provide overarching guidance to command directorates and component commands. Participates in strategic planning sessions and long-range planning groups as a member of the command's Strategic Planning Executive Committee (SPEC), Chief Information Officer Program Review Process (CPRP) committee, and numerous process improvement teams supporting Command/DOD transformation efforts, which impact all government agencies using the Defense Transportation System (DTS) and Distribution Process Owner (DPO) initiatives. Meets with senior officials within USTRANSCOM and its components, other agencies, State and Local Governments, and major corporations to keep them apprised of legislative and regulatory needs. Solicits and implements new and innovative ways to conduct manpower and personnel programs to transform and develop organizational structures and total workforce strategies.

**STANDARDS:**

- A. Normally supports planning initiatives by providing measurable criteria, sound theory, and logical reasoning.
- B. Proposals are almost always methodologically sound, innovative, results oriented, and cost effective.

C. In most cases, effectively negotiates manpower and personnel issues with higher echelon personnel for the good of the command and DOD missions.

KSA: 1, 3, 4, 5, 6, 7, 8

---

**DUTY 4:**

Critical

**Serves as principal technical advisor on USTRANSCOM manpower and personnel matters to the Command, and other senior-level staff members, component commands, JCS, Air Force Personnel Center (AFPC), Career Programs Office, Office of the Secretary of Defense (OSD), Defense Finance and Accounting System (DFAS) Centers, and other agencies, to establish and/or implement personnel policies, procedures, programs, and processes to include DOD transformation efforts and DPO initiatives.** Uses considerable expert judgment and discretion when adapting, changing, or developing broadly defined policies for command implementation. Influences, interprets and implements higher echelon DOD directives and policies to provide high-performance workforce strategies and guidance to command component command staff.

**STANDARDS:**

A. Usually provides advice and interpretation that is accurate and timely with regard to personnel and manpower policies that are frequently changed, vague or generally stated.

B. Interpretation of broadly stated, higher echelon policies is normally complete and succinct and based on sound judgment.

C. In most cases, expertly develops and implements policies, procedures, and strategies to sustain and develop a world class and diversified workforce.

KSA: 1, 4, 5, 6, 7, 8

---

**Duty 5:**

Critical

**Provides plans, policy and oversight on Joint Manpower Program (JMP) issues.** Ensures JMP policy, processes, and systems used in the determination, prioritization, validation, and documentation of joint manpower requirements, to include reserve augmentation required for contingencies, wartime, and/or mobilization are effectively managed. The JMP includes the Joint Table of Distribution, which portrays peacetime manpower requirements to support Service personnel systems; and the Joint Table of Mobilization Distribution which portrays the redistribution of peacetime manpower resources and any additional augmentation required for wartime, mobilization or contingency operations. Incumbent addresses personnel support issues through preparation of the applicable personnel/manpower-related joint operation plan (OPLAN).

**STANDARDS:**

A. Almost always provides oversight on JMP plans and policies for wartime and peacetime requirements.

B. Routinely anticipates problem areas and develops techniques and/or specialized programs for evaluating possible changes in processes or procedures.

C. Normally provides accurate and timely direction and advice to successfully validate and substantiate command requirements and resolve issues.

KSA: 1, 5, 6, 7, 8

---

**RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA):**

1. Mastery of knowledge of human resource management, manpower program as well as civilian and military personnel policies, theories, concepts and practices.

2. Knowledge of safety and security regulations, practices, and procedures.
3. Ability to plan, organize, and direct the functions and mentor, motivate, and appraise the staff of an organization through subordinate supervisors.
4. Ability to analyze, plan, and adjust work operations of one or more organizational segments to meet program requirements and objectives within available resources.
5. Ability to communicate both orally and in writing.
6. Mastery of knowledge of strategic planning, long-range planning, and programming within a large, complex, multi-serviced, technically oriented military environment.
7. In-depth knowledge of the missions, functions, responsibilities, organization, procedures, goals, and objectives of the command, DOD, JCS, and services.
8. Skill to plan, organize, and direct team study work and to negotiate effectively with management to accept and implement recommendations, where the proposals involve substantial agency resources, require extensive changes in established procedures, or may be in conflict with desires of the activity studies.

---

**CLASSIFICATION CRITERIA:**
**Factor 1, Program Scope and Effect**

Level 1-3

550 Points

Serves as the technical director for the Manpower and Civilian Personnel Directorate. Provides technical direction and oversight for total force development and sustainment initiatives and practices including manpower, personnel and resource management and their impact on related quality of life (QOL), legislative matters, and organizational management and strategic planning of human capital of the Command and interrelated staff organizations. Findings and recommendations involve critical programs or policy matters and may have an impact on USTRANSCOM, subordinate component commands, or other agencies.

**Factor 2, Organizational Setting**

Level 2-2

250 Points

The employee is accountable to the Director, Manpower and Personnel Directorate who reports to the Chief of Staff (a two-star general/flag officer position).

**Factor 3, Supervisory and Managerial Authority Exercised**

Level 3-3b

775 Points

Plans, coordinates, and directs work, sets and adjusts long and short-term goals, priorities, and prepares schedules for task completion. Assigns work to subordinate supervisors based on priorities, selective consideration of the requirements of assignments, and capabilities of employees. Makes decisions on work problems presented by subordinate supervisors, team leaders or similar personnel.

Develops performance standards for subordinate supervisors, evaluates subordinate supervisors, and serves as the reviewing official on evaluations of non-supervisory employees rated by subordinate supervisors. Assures reasonable equity of performance standards and rating techniques developed by subordinate supervisors.

Provides guidance and instruction to employees on both work and administrative matters.

Makes or approves selections for subordinate supervisory positions and for group leader, or project leader positions responsible for coordinating the work of others, and similar positions.

Hears and resolves group grievances or serious employee complaints.

Reviews and approves serious disciplinary actions involving non-supervisory subordinates.

Approves expenses comparable to within-grade increases, extensive overtime, and employee travel.

Recommends awards or bonuses for subordinates and recommend changes in position classification, when necessary.

**Factor 4, Personal Contacts****Subfactor 4A- Nature of Contacts**

Level 4A-3

75 Points

Contacts are with high ranking military and civilian managers, supervisors, and technical staff with the Command, USTRANSCOM components, Joint Staff, DOD, The Services, and other federal agencies. Contacts are also with senior management in industry and academia, presidential appointees, congressional staffers.

**Subfactor 4B- Purpose of Contacts**

Level 4B-3

100 Points

The purpose of the contacts are to justify, defend and negotiate in presenting division programs and projects, in obtaining and committing resources, and in gaining compliance with established policies and regulations. Contacts require the incumbent to influence or persuade persons or groups to accept division and transformation policies, processes and procedures that may involve the commitment or distribution of significant resources. Contacts at this level normally include active participation at conferences, meetings, or presentations to senior management officials and involve issues of considerable consequence to USTRANSCOM and its component commands.

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

Level 5-8

1030 Points

The position is responsible for providing direction and supervision over work performed in subordinate units at the GS-13 which best characterizes the nature of the basic, mission oriented, nonsupervisory work performed in the organization and which constitutes 25 percent or more of the workload (not positions or employees) of the organization.

**Factor 6, Other Conditions**

Level 6-6

1325 Points

The position directs subordinate supervisors who each direct substantial workloads comparable to the GS-12 or higher level. Such base work requires similar coordination as that as described at level 6-5a, above for first line supervisors. Supervision and oversight through subordinate supervisors requires significant and extensive coordination and integration of a number of important projects or program segments comparable in difficulty to the GS-12 or higher level.

**Special Situations:** None.

---

**Other significant facts pertaining to this position are:**

Work may occasionally require travel away from the normal duty station on military or commercial aircraft.

---

**CLASSIFICATION SUMMARY:**

CLASSIFICATION STANDARD(S) USED: US OPM PCS for General Schedule Supervisory Guide, TS-123, April 1993, revised in April 1998; and DOD Supplementary Guide to the GSSG, June 1993 (HRC-7, July 1999).

**CLASSIFICATION REMARKS:**

The primary purpose of this position is to provide second level supervision, and also serve as the Deputy to the Director, Manpower and Personnel Directorate. The GS-301 series includes positions the duties of which are to perform, supervise, or manage nonprofessional, two-grade interval work for which no other series is appropriate. The work requires analytical ability, judgment, discretion, and knowledge of a substantial body of administrative or program principles, concepts, policies, and objectives. Primary responsibilities of this position are to provide oversight to direct and control development and implementation of military and civilian personnel programs to include formulating, coordinating and integrating personnel policies, plans and procedures in support of joint operations and exercises. In accordance with USAF Letter, dated 17 Jan 90, the 2xx series is not appropriate for those positions in offices without appointing authority, thus the GS-301 series is determined to be appropriate for the classification of this position. No titles are specified for position in the GS-301 series however, since the position has delegated supervisory responsibilities meeting the minimum criteria for coverage in the General Schedule Supervisory Guide (GSSG), the title should include "Supervisory". Therefore the constructed title for this position is Supervisory Human Resource Manager.

GS-15 Point Range: 4055 - up

Total Points: 4105

Final Classification: Supervisory Human Resource Manager, GS-301-15



# AIR FORCE STANDARD CORE PERSONNEL DOCUMENT (SCPD)

ORGANIZATION: USTRANSCOM/TCJ1-R      SCPD NUMBER: 9S9S204  
SUPV LEVEL CODE: 1      COMP LEVEL CODE: G57A  
TARGET GRADE: 09      FLSA: Exempt  
DRUG TEST: No      CAREER FIELD ID: E  
SENSITIVITY: Noncritical-Sensitive      CENTRALLY MANAGED TYPE: NA  
EMERGENCY ESS: No      BUS: 8888  
KEY POSITION: No      POSITION HIST: Replaces 9S42506

CLASSIFICATION: Supervisory, Recognition Program Specialist, GS-0301-09  
DUTY TITLE:

ORG & FUNC CODE:  
1ST SKILL CODE: 65% AHH1AV Employee Relations Spclst/Performance Recognition  
2ND SKILL CODE: 35% AGTPRA Military Personnel Spclst/Personnel Relations  
3RD SKILL CODE:

DEVELOPED AND CLASSIFIED BY THE AIR FORCE SCPD LIBRARY, 5/10/00

**CLASSIFICATION CERTIFICATION:** SCPD adequately and accurately reflects the local work situation to meet classification, staffing, and performance management purposes.

\_\_\_\_\_  
Carol S. Walker  
CLASSIFIER'S SIGNATURE      21 Aug 06  
DATE

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

\_\_\_\_\_  
Billy Baxter  
SUPERVISOR'S SIGNATURE      21 Aug 06  
DATE

## PERFORMANCE PLAN CERTIFICATION:

<b>Rater/Supv.</b>				
<b>Date</b>				
<b>Reviewer</b>				
<b>Date</b>				
<b>Employee*</b>				
<b>Date</b>				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

**The primary purpose of this position is:** to serve as a first level supervisor, providing planning, directing, organizing, and exercising control over nonsupervisory employees assigned to USTRANSCOM military personnel Division as well as Civilian Personnel awards and recognition programs. Serves as the technical advisor to the Division Chief on all issues involving civilian and military awards, special trophies, and military decorations.

**The organizational location of this position is:** USTRANSCOM, TCJ1-R, Scott AFB, IL

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

**The organizational goals or objectives of this position are:** to provide supervisory work over civilian and military employees in USTRANSCOM, TCJ1-R who provide personnel support to military and civilian members in the area of awards and recognition programs. Additionally, the position is responsible for developing, formulating and implementing USTRANSCOM policy and guidance to develop and maintain effective awards, decorations, and recognition programs.

---

**DUTY 1:**

Critical

**Plans, organizes, and directs the activities of the civilian and military awards and recognition program ensuring that awards and recognition comply with legal and regulatory requirements and meets customer needs.** Develops goals and objectives that integrate organization and military and civilian award and recognition program objectives. Researches, interprets, analyzes and applies DOD, AF, Army, Navy, civilian and military award and recognition guidelines, policies and regulations. Establishes policies and procedures for accomplishment of proper processing of military and civilian award programs. Plans and schedules work in a manner that promotes a smooth flow and even distribution. Coordinates plans and schedules with other organization managers and customers as appropriate. Identifies need for changes in priorities and takes action to implement such changes. Plans work to be accomplished by subordinates, sets and adjusts short-term priorities, and prepares schedules. Assigns work to subordinate employees based on organization priorities and consideration of difficulty and requirements of assignments such that the experience, training, and abilities of staff are effectively utilized to meet organization and customer needs. Balances workload and provides advice, guidance, and direction on a wide range of military and civilian awards and administrative issues. Structures assignments to create effective and economical positions. Coordinates with other organization managers and customers as appropriate. Reviews organization mission, functions, and manning. Identifies requirements and initiates requests for additional resources including personnel, overtime, equipment, supplies, and space to ensure success in meeting goals and objectives. Provides advice to supervisor of significant issues and problems related to work accomplishment. Establishes metrics and analysis systems to ensure actions are timely and reviewed at critical points. Accepts, amends, or rejects work presented by subordinates. Performs self-inspection and presents detailed and comprehensive report with any corrective action taken to supervisor. Follows-up to ensure complete and quality resolution of discrepancies. Assesses and revises policies and procedures as needed to find ways to improve quality, timeliness, and efficiency of work.

**STANDARDS:**

- A. Planning, organizing, and directing efforts typically comply with higher headquarters guidance and achieve organization and customer needs.
- B. Management of resources normally meets the needs of the staff and customers adequately and effectively.
- C. Methods established to review actions are usually effective and ensure legal and regulatory compliance issues and/or customer concerns are promptly identified and addressed.

**KSA:** 1, 2, 3, 4

---

**DUTY 2:**

Critical

**Exercises supervisory personnel management responsibilities.** Advises and provides counsel to employees regarding policies, procedures, and directives of management. Selects or recommends selection of candidates for vacancies, promotions, details, and reassignments in consideration of skills and qualifications, mission requirements, and EEO and diversity objectives. Develops, modifies, and/or interprets performance standards. Explains performance expectations to employees and provides regular feedback on strengths and weaknesses. Holds employees responsible for satisfactory completion of work assignments. Appraises subordinate workers performance ensuring consistency and equity in rating techniques. Recommends awards when appropriate and approves within-grade increases. Hears and resolves employee complaints and refers serious unresolved complaints to higher level management. Initiates action to correct performance or conduct problems. Effects minor disciplinary measures such as warnings and reprimands and recommends action in more serious disciplinary matters. Prepares documentation to support actions taken. Identifies employee developmental needs and provides or arranges for training (formal and on-the-job) to maintain and improve job performance. Encourages self-development. Approves master leave schedule assuring adequate coverage for peak workloads and traditional holiday vacation time. Demonstrates sensitivity to ideas of subordinates. Promotes an environment in which employees are empowered to participate in and contribute to effective mission accomplishment. Discharges security responsibilities by ensuring education and compliance with security directives for employees with access to classified or sensitive material. Recognizes and takes action to correct situations posing a threat to the health or safety of subordinates. Applies EEO principles and requirements to all personnel management actions and decisions, and ensures all personnel are treated in a manner free of discrimination. Periodically reviews position descriptions to ensure accuracy, and the most effective utilization of personnel resources. Explains classification determinations to subordinate employees.

**STANDARDS:**

- A. Personnel management initiated are typically prompt, accurate, and well considered in terms of mission, legal, regulatory, and EEO objectives.
- B. Consistently observes and complies with health, safety, and security directives.
- C. Ordinarily recognizes and arranges for training of subordinates in a timely manner.

**KSA: 1, 2, 3, 4**

---

**DUTY 3:**

Critical

**Represents USTRANSCOM/TCJ1-R with a variety of installation and functional area organizations.** Establishes, develops, and maintains effective working relationships with Directorates, civilian personnel and AFPC. Meets with key customer and coordinating officials to assess customer satisfaction, explain organization policy and procedures, and resolve problems that arise. Provides or ensures that subordinates provide customer guidance and training. Participates in special projects and initiatives and performs special assignments. Identifies the need for special projects and initiates milestones and goals. Evaluates reports by analyzing facts and performing appropriate research and prepares detailed responses. Determines appropriate recommendations for unresolved or questionable problems and performs follow-up. Researches and determines or recommends appropriate actions or interpretation of issues that impact organization, installation, command, or agency.

**STANDARDS:**

- A. Interactions with internal and external officials and/or customers are usually diplomatic, convincing, professional, and promote effective working relationships.
- B. Recommendations are almost always thoroughly researched and analyzed to ensure all issues are properly addressed.
- C. Typically ensures participation and outcomes of special projects result in positive impact on the organization and/or improves quality.

**DATE:**

Page 3



---

KSA: 1, 4

---

**DUTY 4:**

Critical

**Serves as technical advisor to Division Chief and USTC/TCJ1 Director to administer and process the Quality Awards Program.** The Quality Awards Program is unique to USTRANSCOM. Develops program guidance for the command for the quality awards program. Reviews awards to ensure they meet regulating criteria. Issues award items to civilian employee and military members who present evidence that an award has been approved. Maintains inventory of quality award program items. Researches catalogs and local market for new items to include as award mementos. Determines quality of merchandise, makes cost comparisons, and purchases new or additional items as inventory depletes. Manages a budget of approximately \$30,000 for the quality awards program. Executes budget and tracks expenditures against command quality awards budget. Reports expenditures and identifies potential quality award budget shortfall. Recommends revisions to budget based on unusual circumstances that may occur.

**STANDARDS:**

- A. Nearly all of the time, ensures policies and regulations governing the Quality Awards Program are adequate and updated as necessary.
- B. Regularly makes purchases of high quality items given as awards, staying within monetary limits for each level of award.
- C. Nearly all of the time, prepares an accurate and consolidated quality awards budget estimate to the resource advisor based on historical data and estimation of future expenditures. Normally reconciles items received with invoices from vendors to avoid overcharges. Typically provides effective quarterly reports on quality award expenditures and status of funds.

KSA: 1, 3, 4, 5, 6

---

**RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA):**

- 1. Knowledge of military and civilian personnel management policies and procedures, specifically in the awards and decorations program areas.
  - 2. Knowledge of safety and security regulations, practices, and procedures.
  - 3. Ability to plan, organize, and direct the functions and staff of a small to medium sized organization.
  - 4. Ability to communicate effectively, both orally and in writing.
  - 5. Knowledge of software programs to produce a wide range of documents to create, edit, update, and revise databases and spreadsheets.
  - 6. Knowledge of a wide variety of commonly used budgetary methods, practices.
- 

**CLASSIFICATION CRITERIA:**

**Factor 1, Program Scope and Effect**

Level 1-2

350 Points

**Scope:** The civilian and military awards branch administers the command awards and decorations program to include the USTRANSCOM quality awards and suggestion program. Administers the Civilian of the Quarter/Year Program and oversees selection board procedures. Administers civilian awards programs for performance and incentive awards.

DATE:

Page

4

**Effect:** Effective and efficient processing of civilian and military awards programs contribute to mission effectiveness and increased productivity/promotion potential of USTRANSCOM personnel through recognized award programs.

**Factor 2, Organizational Setting**

Level 2-1

100 Points

The employee is accountable to the NCOIC of the Military and Civilian Awards Division; a position that is two or more reporting levels below the first SES or general officer, equivalent in the direct supervisory chain.

**Factor 3, Supervisory and Managerial Authority Exercised**

Level 3-2c

450 Points

The incumbent plans and schedules work to be accomplished by subordinates, sets and adjusts short-term priorities; assigns work in consideration of employee skills and mission requirements; develops performance standards and rates subordinates' performance; advises employees on work and administrative matters; implements methods and procedures to improve organizational performance; and identifies and provides for employee training and development. The employee also recommends selection of candidates for positions; recommends position structure changes; takes disciplinary actions and hears and resolves formal employee complaints and grievances as delegated by higher level management; and assesses and revises policies and procedures as needed to find ways to improve quality, timeliness, and efficiency of work.

**Factor 4, Personal Contacts****Subfactor 4A- Nature of Contacts**

Level 4A-2

50 Points

The incumbent has frequent contacts with higher ranking managers, supervisors and employees at all levels within the command; personnel of base level offices that provide support to the command; and personnel at other DOD and component commands.

**Subfactor 4B- Purpose of Contacts**

Level 4B-2

75 Points

Contacts are for the purpose of gathering and providing information to ensure all customers have correct information on the varying requirements for awards and decorations, resolving problems, obtaining cooperation of others, or reaching mutual agreements.

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

Level 5-3

340 Points

The branch provides processing for all USTRANSCOM civilian and military awards, to include the quality and suggestion program. At least twenty-five percent or more of nonsupervisory work of the organization is at the GS-6 or 7 level.

**Factor 6, Other Conditions**

Level 6-2

575 Points

The work supervised or overseen involves civilian and military assistant work at the GS-07 or GS-06 level with full and final authority for technical decisions over the work.

---

**Other significant facts pertaining to this position are:**

1. Work may occasionally require travel away from the normal duty station on military or commercial aircraft.
  2. The employee must obtain and maintain a Secret clearance.
  3. Incumbent may be required to work occasional overtime.
- 

**CLASSIFICATION SUMMARY:**

CLASSIFICATION STANDARD(S) USED: US OPM PCS for General Schedule Supervisory Guide, TS-123, April 1993, revised in April 1998; and DOD Supplementary Guide to the GSSG, June 1993 (HRC-7, July 1999).

GS-9 Point Range: 1855 - 2100

Total Points: 1940

Grade: GS-09

**Final Classification: Supervisory Recognition Program Technician, GS-0301-09**

DATE:

Page

5





## AIR FORCE STANDARD CORE PERSONNEL DOCUMENT (SCPD)

ORGANIZATION: USTC/TCJ1-C  
 SUPV LEVEL CODE: 1  
 TARGET GRADE: ~~14~~ 4C-02  
 DRUG TEST: No  
 SENSITIVITY: Noncritical-Sens  
 EMERGENCY ESS: No  
 KEY POSITION: No

SCPD NUMBER: 9575148  
 COMP LEVEL CODE: ~~355A~~ 345A  
 FLSA: Exempt  
 CAREER FIELD ID: P  
 CENTRALLY MANAGED TYPE: NA  
 BUS: 8888  
 POSITION HIST: Replaces 41603

CLASSIFICATION: Supervisory Human Resource and Manpower Specialist, ~~GS-301-14~~ 4C-301-02  
 DUTY TITLE: IST 10/9/04

## ORG &amp; FUNC CODE:

1ST SKILL CODE: 40%	ARLPLNSVC	Prog Anal/Planning/Resource Mgmt
2ND SKILL CODE: 30%	AGGPVA	Per Mgt Spec/Resource Planning, Programming, Utilization
3RD SKILL CODE: 30%	AHM	Employee Development Specialist

## OGE FORM 450 FILER

CLASSIFICATION CERTIFICATION: SCPD adequately and accurately reflects the local work situation to meet classification, staffing, and performance management purposes.

Carl S. Walker  
 CLASSIFIER'S SIGNATURE

1 June 2005  
 DATE

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

Shirley F. Espinal  
 SUPERVISOR'S SIGNATURE

18 May 05  
 DATE

## PERFORMANCE PLAN CERTIFICATION:

Rater/Supv.				
Date				
Reviewer				
Date				
Employee*				
Date				

\*Signature acknowledges receipt. It does not in

NSPS.

IAW DOD 1400.25M (4-28-06):

Employee's performance plan in this PD is superseded by NSPS guidelines, and is documented on DOD form 2906

BUS CODE: Position is excluded from the bargaining unit IAW Chapter 71 - supervisory

1342 7-21-06

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

**The primary purpose of this position is:** To serve as a first level supervisor, providing planning, directing, organizing, and exercising control over nonsupervisory employees assigned to the Civilian Personnel and Training Division.

**The organizational location of this position is:** USTC, Manpower and Personnel Directorate, Civilian Personnel and Training Division, Scott AFB, IL.

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

**The organizational goals or objectives of this position are:** see organization and functions statements on file.

**DUTY 1:**

Critical

Plans, organizes, and directs the activities of the USTC Civilian Personnel and Training Division, ensuring that the Division complies with legal and regulatory requirements and meets customer needs. Develops goals and objectives that integrate organization and civilian personnel and training objectives. Researches, interprets, analyzes and applies Air Force human resource policy, rules and regulations. Establishes policies and procedures for accomplishment of USTC civilian personnel and training programs. Plans and schedules work in a manner that promotes a smooth flow and even distribution. Coordinates plans and schedules with other organization managers and customers as appropriate. Identifies need for changes in priorities and takes action to implement such changes. Plans work to be accomplished by subordinates, sets and adjusts short-term priorities, and prepares schedules. Assigns work to subordinate employees based on organization priorities and consideration of difficulty and requirements of assignments such that the experience, training, and abilities of staff are effectively utilized to meet organization and customer needs. Balances workload and provides advice, guidance, and direction on a wide range of human resource, training and administrative issues. Structures assignments to create effective and economical positions. Coordinates with other organization managers and customers as appropriate. Reviews organization mission, functions, and manning. Identifies requirements and initiates requests for additional resources including personnel, overtime, equipment, supplies, and space to ensure success in meeting goals and objectives. Provides advice to supervisor of significant issues and problems related to work accomplishment. Establishes metrics and analysis systems to ensure actions are timely and reviewed at critical points. Accepts, amends, or rejects work presented by subordinates. Performs self-inspection and presents detailed and comprehensive report with any corrective action taken to supervisor. Follows-up to ensure complete and quality resolution of discrepancies. Assesses and revises policies and procedures as needed to find ways to improve quality, timeliness, and efficiency of work.

**STANDARDS:**

- A. Planning, organizing, and directing efforts typically comply with higher headquarters guidance and achieve organization and customer needs.
- B. Management of resources normally meets the needs of the staff and customers adequately and effectively.
- C. Methods established to review actions are usually effective and ensure legal and regulatory compliance issues and/or customer concerns are promptly identified and addressed.

**KSA:** 1, 2, 3, 4

**DUTY 2:**

Critical

Exercises supervisory personnel management responsibilities. Advises and provides counsel to employees regarding policies, procedures, and directives of management. Selects or recommends selection of candidates for vacancies, promotions, details, and reassignments in consideration of skills and qualifications, mission requirements, and EEO and diversity objectives. Develops, modifies, and/or interprets performance standards. Explains performance expectations to employees and provides regular feedback on strengths and weaknesses. Holds employees responsible for satisfactory completion of work assignments. Appraises subordinate workers performance ensuring consistency and equity in rating techniques. Recommends awards when appropriate and

**DATE:** 5/10/00

Page 2

approves within-grade increases. Hears and resolves employee complaints and refers serious unresolved complaints to higher level management. Initiates action to correct performance or conduct problems. Effects minor disciplinary measures such as warnings and reprimands and recommends action in more serious disciplinary matters. Prepares documentation to support actions taken. Identifies employee developmental needs and provides or arranges for training (formal and on-the-job) to maintain and improve job performance. Encourages self-development. Approves master leave schedule assuring adequate coverage for peak workloads and traditional holiday vacation time. Demonstrates sensitivity to ideas of subordinates. Promotes an environment in which employees are empowered to participate in and contribute to effective mission accomplishment. Discharges security responsibilities by ensuring education and compliance with security directives for employees with access to classified or sensitive material. Recognizes and takes action to correct situations posing a threat to the health or safety of subordinates. Applies EEO principles and requirements to all personnel management actions and decisions, and ensures all personnel are treated in a manner free of discrimination. Periodically reviews position descriptions to ensure accuracy, and the most effective utilization of personnel resources. Explains classification determinations to subordinate employees.

**STANDARDS:**

- A. Personnel management initiated are typically prompt, accurate, and well considered in terms of mission, legal, regulatory, and EEO objectives.
- B. Consistently observes and complies with health, safety, and security directives.
- C. Ordinarily recognizes and arranges for training of subordinates in a timely manner.

KSA: 1, 2, 3, 4

---

**DUTY 3:****Critical**

Represents the USMC Civilian Personnel and Training Division with a variety of installation and functional area organizations. Establishes, develops and maintains productive relationships with civilian personnel offices providing service to the Command and/or its component commands. Maintains a working relationship with peers in the component commands to achieve results that enhance the command's mission through effective use of human resources. Meets with representatives to address issues impacting USTRANSCOM employees. Explains the command's policies/procedures to help resolve problems that arise. Works closely with other unified commands, service agencies (i.e., AFSLMO), Joint Staff and OSD on special projects and civilian personnel and training issues. Identifies the need for special projects and initiates milestones and goals. Evaluates reports by analyzing facts and performing appropriate research and prepares detailed responses. Determines appropriate recommendations for unresolved or questionable problems and performs follow-up. Researches and determines or recommends appropriate actions or interpretation of issues that impact organization, command, or agency.

**STANDARDS:**

- A. In most cases, interactions with internal and external officials and/or customers are diplomatic, professional and promote effective working relationships.
- B. Recommendations are almost always thoroughly researched and analyzed to ensure all issues are properly addressed.
- C. Typically ensures participation and outcomes of special projects result in positive impact on the organization and/or improves quality.

KSA: 1, 4

---

**DUTY 4:****Critical**

Analyzes and evaluates the USTRANSCOM civilian force structure to identify training requirements, mentoring opportunities, recruitment deficiencies, position management, and/or human resources management trends in order to improve and enhance the civilian force structure for USTRANSCOM. Provides expert advice to USTRANSCOM directors and command staff on all phases of civilian personnel management. Reviews proposed staff

DATE: 5/10/00

Page 3

action/communications of organizations and special staff offices for personnel impact/implications. Provides input, comments and/or recommends concurrence or non-concurrence on such actions. Provides position papers on special on-going programs, issues in the command, and updates to initiatives for discussions with officials both within the command and at other locales. Advises staff officials on the application of personnel policies and procedures to ensure understanding of policy, uniformity in applications and consistency in matters subject to differing interpretations, particularly when other DoD components are involved. Serves as USTRANSCOM expert and POC for the National Security Personnel System (NSPS). Develops and participates in training, meetings, working groups concerning implementation of NSPS.

**STANDARDS:**

- A. Regularly provides civilian personnel advice that is accurate and timely.
- B. In almost all cases, writes analytical reports/papers that are based on sound interpretation of personnel policies as applied to broadly defined situations.

**KSA:****DUTY 5:**

Critical

**Originates, reviews, revises, coordinates, and interprets directives and policies pertaining to civilian personnel management and administration.** Develops briefings and presents oral and written products to command staff and other DoD agencies. Substantiates recommendations/findings with supporting data. Persuades others to accept recommendations that may differ from expectations.

**STANDARDS:**

- A. With rare exception, develops clear, concise briefings and presents oral and written products to command staff and other DoD agencies.
- B. Almost always writes proposals or test criteria for command civilian personnel practices that are sound, support mission requirements and are in accordance with federal law.

**KSA:****RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA):**

1. Knowledge of OPM, DOD, and AF laws, executive orders, regulations, policies and concepts pertaining to Human Resource and Manpower Management.
2. Knowledge of safety and security regulations, practices, and procedures.
3. Ability to plan, organize, and direct the functions and staff of a small to medium sized organization.
4. Ability to communicate effectively, both orally and in writing.
5. Knowledge of USTRANSCOM missions and objectives and their implications on human resource management programs and civilian resource management.
6. Skill in designing new work methods and implementing new programs/requirements into the Command.

**SUPERVISORY CONTROLS:**

Works under the broad, general supervision of the USTRANSCOM JI Technical Director. Serves as the expert on all human resource and training policy matters. Incumbent receives assignments in broad terms of scope and objectives to be achieved and priorities to be met, and independently follows through to completion. Exercises initiative in proposing, evaluating, coordinating, and implementing policies and programs relating to the USTRANSCOM civilian workforce. The incumbent is delegated broad responsibility and authority to make wide-ranging decisions. Decisions and recommendations are considered authoritative and are normally accepted without significant change. Performance is evaluated in terms of



overall effectiveness, success in achieving goals under assigned responsibilities, and contribution to the accomplishment of the mission.

**ENVIRONMENTAL FACTORS:**

The work is sedentary in nature primarily performed in an office environment, which is well lighted, heated, and ventilated. The job requires walking and standing in conjunction with travel and to attend meetings and/or briefings away from the work site. May carry light objects, such as books, documents, etc. The work involves the normal office setting discomforts and risks requiring everyday security and safety precautions.

**CLASSIFICATION CRITERIA:****Factor 1, Program Scope and Effect**

Level 1-3 550 Points

Work involves managing a complex administrative program which involves establishing policy and precedents for civilian personnel and training functions for USTRANSCOM, a joint combatant command which is the single manager for global air, land and sea transportation for DoD. The incumbent serves as the expert for human resource programs, managing the strategic planning efforts of the command. Incumbent ensures that the goals of the command are met. The decisions and actions of the Division chief materially affect critical program operations of USTRANSCOM and its combatant commands in carrying out their mission requirements.

**Factor 2, Organizational Setting**

Level 2-1 100 Points

The Division Chief reports to the technical director who reports to the J1 Director. The J1 Director reports to the Chief of Staff which is a General Officer position.

**Factor 3, Supervisory and Managerial Authority Exercised**

Level 3-2c 450 Points

The incumbent plans and schedules work to be accomplished by subordinates, sets and adjusts short-term priorities; assigns work in consideration of employee skills and mission requirements; develops performance standards and rates subordinates' performance; advises employees on work and administrative matters; implements methods and procedures to improve organizational performance; and identifies and provides for employee training and development. The employee also recommends selection of candidates for positions; recommends position structure changes; takes disciplinary actions and hears and resolves formal employee complaints and grievances as delegated by higher level management; and assesses and revises policies and procedures as needed to find ways to improve quality, timeliness, and efficiency of work. The employee is also responsible for most of the ten elements as stated in 3-2c of the GSSG. The responsibilities are described and reflected in the duty paragraphs 1 and 2.

**Factor 4, Personal Contacts**

The following are provided to assist in determining the level and points.

**Subfactor 4A- Nature of Contacts**

Level 4A-3 75 Points

Personal contacts are with high ranking military and/or civilian managers (including General Officers and Senior Executive Service members), supervisors, and employees within USTRANSCOM, Joint Staff and other counterpart officials in other combatant commands, contractors, and other command staff. Contacts usually take place in formal meetings and conferences scheduled at the request of incumbent or of one of the participants.

**Subfactor 4B- Purpose of Contacts**

Level 4B-3 100 Points

The purpose of the contacts is to justify, defend, or negotiate in representing the project, program segment(s), or organizational unit(s) directed, in obtaining or committing resources, and in gaining compliance with established policies, regulations, or contracts. The incumbent actively participates in conferences, meetings, hearing or presentations involving problems or issues of considerable consequence or importance to the program or program segment(s) managed.

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

Level 5-8

1030 Points

The position is responsible for providing direction and supervision over work at the GS-13 grade level which best characterizes the nature of the basic, mission oriented, nonsupervisory work performed in the organization and which constitutes 25 percent or more of the workload (not positions or employees) of the organization.

**Factor 6, Other Conditions**

Level 6-6

1325 Points

Supervision and oversight requires exceptional coordination and integration of a number of very important complex program segments or programs of technical, managerial, complex administrative, and other technical work comparable to the GS-13 grade level. Supervision and resource management involves major decisions and actions which have a direct and substantial effect on USTRANSCOM and its component commands. The incumbent is required to make significant recommendations on program and policy issues that affect USTRANSCOM and its component commands. This position makes recommendations and/or final decisions about many of the management areas listed under Factor 6-5a such as advising top managers in the most effective ways to restructure and/or recruit the necessary skill sets needed in order to allow the command to meet long-range goals and mission requirements. These areas are complicated by the fact that new mission such as the DPO (Distribution Process Owner) designation on the command involves constant assessment, brainstorming and problem solving sessions in order to lead the command in the execution of these new programs.

---

**Other significant facts pertaining to this position are:**

1. Work may occasionally require travel away from the normal duty station on military or commercial aircraft.
2. Position requires a Secret Clearance.

---

**CLASSIFICATION SUMMARY:**

CLASSIFICATION STANDARD(S) USED: US OPM PCS for General Schedule Supervisory Guide, TS-123, April 1993, revised in April 1998; and DOD Supplementary Guide to the GSSG, June 1993 (HRCD-7, July 1999). US OPM Position Classification Flysheet, Miscellaneous Administration and Program Series, GS-301, TS-34, January 1979, WCPS-2, August 2002. US OPM PCS for Management and Program Analysis Series, GS-343, TS-98, Aug 1990.

**CLASSIFICATION REMARKS:**

The primary purpose of this position is to provide first level supervision, and also serve as the Human Resource and Manpower Specialist to analyze and evaluate USTRANSCOM's civilian force structure to identify training requirements, mentoring opportunities, recruitment deficiencies, position management, and/or human resources trends in order to improve and enhance. The GS-301 series includes positions the duties of which are to perform, supervise, or manage nonprofessional, two-grade interval work for which no other series is appropriate. The work requires analytical ability, judgment, discretion, and knowledge of a substantial body of administrative or program principles, concepts, policies, and objectives. Primary responsibilities of this section include USTC training strategies and developmental programs, retention and recruitment programs, performance management program, formal training program, position management, and all civilian actions. In accordance with USAF Letter, dated 17 Jan 90, the 2xx series is not appropriate for those positions in offices without appointing authority, thus the GS-301 series is determined to be appropriate for the classification of this position. No titles are specified for position in the GS-301 series; however, since the position has delegated supervisory responsibilities meeting the minimum criteria for coverage in the General Schedule Supervisory Guide (GSSG), the title should include "Supervisory". The constructed title for this position is Supervisory Human Resource and Manpower Specialist.

GS 14 Point Range: 3605 - 4050

Total Points: 3630

Grade: GS-0301-14

**Final Classification: Supervisory Human Resource and Manpower Specialist, GS-301-14**

AFPC Free Flow Format

DATE: 5/10/00

Page 6



# AIR FORCE STANDARD CORE PERSONNEL DOCUMENT (SCPD)

ORGANIZATION: USTC/TCJ1-C CPD NUMBER: 9S41966  
 SUPV LEVEL CODE: 8 COMP LEVEL CODE: 627A  
 TARGET GRADE: 11 FLSA: Non-Exempt  
 JOB SHARE: N/A CAREER PROG ID: N/A  
 SENSITIVITY: Non-critical Sensitive BUS: 1036  
 EMERGENCY ESS: N/A DRUG TEST: N/A  
 KEY POSITION: N/A POSITION HIST:

CLASSIFICATION: Manpower and Personnel Specialist, GS-0301-07  
 DUTY TITLE:

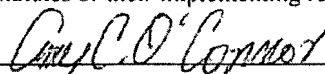
ORG & FUNC CODE: PAY Civilian Pesonnel Miscellaneous  
 1ST SKILL CODE: 50% AGGPVA Personnel Mgmt Spclst - Resource Plan/prog/Util  
 2ND SKILL CODE: 25% ARLPLNSVC Program Analysis - Planning - Resource Mgmt  
 3RD SKILL CODE: 25% AKTRSA Specialist, Analyst - Resource Advisor

SCPD DEVELOPED AND CLASSIFIED BY: HQ AFPC/DPCMC, 03/26/03

  
 CLASSIFIER'S SIGNATURE

24 Mar 05  
 DATE

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

  
 SUPERVISOR'S SIGNATURE

24 Mar 05  
 DATE

## PERFORMANCE PLAN CERTIFICATION:

Rater/Supv.				
Date				
Reviewer				
Date				
Employee*				
Date				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

**The primary purpose of this position is:** To serve as a Manpower and Personnel Specialist in a developmental capacity, performing assignments designed to further develop applicable analytical and evaluative skills and techniques. This is a developmental position. All training must be completed and regulatory requirements met prior to promotion.

**The organizational location of this position is:**

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

**The organizational goals or objectives of this position are:** to provide an effective and efficient organizational structure, establish an efficient human resource program, and identify decision making alternatives and recommendations for these programs.

---

**DUTY 1:**

Critical

**Performs developmental assignments.** Performs developmental assignments of moderate difficulty where work procedures are established and a number of specific guidelines exist. Work assignments consisting of a series of specific and related tasks have been selected to orient the employee in the practical application of basic occupational principles, concepts, and techniques. Assignments are combined with training to further develop analytical skills and techniques in the occupation. Assistance in solving problems is available from the supervisor or a higher-graded specialist.

**STANDARDS:**

- A. Usually performs developmental work assignments in compliance with instructions.
- B. Typically completes assignments in a timely manner.

**KSA:** 1, 2, 3, 4, 5

---

**DUTY 2:**

Critical

**Performs recurring assignments.** Independently performs recurring assignments of limited, but gradually increasing, difficulty and complexity. The employee is responsible for locating and selecting the most appropriate guidelines and procedures for application, and making minor deviations to adapt the guidelines to specific cases. Analyzes routine problems that are encountered and resolves them. Refers deviations, problems, and unfamiliar situations to the supervisor for assistance.

**STANDARDS:**

- A. With few exceptions, performs work assignments in compliance with instructions.
- B. Typically completes the assignments in a timely manner.
- C. Usually analyzes problems correctly and resolves them appropriately.

**KSA:** 1, 2, 3, 4, 5

---

**DUTY 3:**

Critical

**Participates in special initiatives, studies, and projects.** Works with other specialists in planning and conducting special initiatives, studies, and projects. Assists in preparing reports and briefings outlining study findings and recommendations.

**STANDARDS:**

- A. Usually plays an active role when working with other specialists in planning studies, projects, and initiatives.
- B. Almost always participates effectively with other specialists in conducting the studies, projects, and initiatives.

**KSA:** 1, 2, 3, 4, 5

---

**DUTY 4:**

Critical

**Prepares written correspondence and other documentation.** Drafts or prepares a variety of documents to include newsletter items, responses to routine inquiries, reports, letters, and other related documents.

**STANDARDS:**

- A. With few exceptions, prepares effective and accurate written documentation and reports within prescribed timeframes.
- B. Typically completes assignments in a timely manner.

**KSA:** 3

---

**RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA):**

- 1. Knowledge of basic principles, concepts, and practices of human resource programs.
  - 2. Skill in applying basic principles, concepts, and practices of the occupation sufficient to perform entry-level assignments in human resource programs.
  - 3. Skill in communicating factual and procedural information clearly, orally and in writing.
  - 4. Ability to analyze problems to identify significant factors, gather pertinent data, and recognize solutions.
  - 5. Ability to plan and organize work, and consult effectively with co-workers.
- 

**CLASSIFICATION CRITERIA:****Factor 1, Knowledge Required By The Position**

Level 1-6

950 Points

- Knowledge of the basic principles, concepts, and methodology used in human resource programs.
- Skill in applying basic principles, concepts, and practices of the occupation sufficient to perform moderately difficult assignments.
- Ability to effectively communicate information clearly, orally and in writing.
- Ability to gather and analyze basic facts and draw conclusions.
- Ability to learn the operation of automated data systems.

**Factor 2, Supervisory Controls**

Level 2- 2

125 Points

The supervisor or a higher-graded specialist instructs the employee on the purpose of the assignment, its scope, limitations, expected deadlines, and priorities. The supervisor also advises the employee on peculiarities of new assignments. Working in a developmental capacity, the employee works independently but within the framework established by the supervisor or higher-graded specialist and in accordance with established practices and procedures. Problems not covered by instructions are referred to the supervisor or higher-graded specialist for assistance. The work is reviewed upon completion for accuracy and conformance to established procedures or special instructions and to ensure decisions are supported by the facts of the situation. More difficult work or new assignments are reviewed in greater detail.

**Factor 3, Guidelines**

Level 3- 2

125 Points

A number of established procedures and specific guidelines are available for application. The employee uses judgment in locating and selecting the most appropriate guidelines, and makes minor deviations from them as necessary. The employee may also determine which of several established alternatives to use. The employee refers situations in which the existing guidelines cannot be applied or significant deviations must be made, to the supervisor or higher-graded specialist for assistance.

**Factor 4, Complexity**

Level 4- 2

75 Points

Assignments involve a series of related steps or processes. The employee must choose from various alternatives for performing the work by recognizing the differences among a few easily distinguishable situations. The employee exercises judgment in selecting the most appropriate approach that is in accordance with established procedures and practices.

**Factor 5, Scope and Effect**

Level 5- 2

75 Points

The work involves application of specific rules, regulations, or procedures, and typically comprises a complete segment of an assignment of broader scope. The work affects the overall accuracy, quality, acceptability, and timeliness of final work products produced by higher-grade specialists.

**Factor 6, Personal Contacts**

Level/Points (see Factor 7)

Personal contacts are usually with employees within the immediate organization, office, or work unit, and in related or support units.

**Factor 7, Purpose of Contacts**

Level 6/7-1A

30 Points

The purpose of contacts is to receive instructions; and to obtain, clarify, or exchange factual information needed to complete assignments.

**Factor 8, Physical Demands**

Level 8- 1

5 Points

The work is primarily performed sitting at a desk although it may involve some walking to attend meetings at other offices or worksites. No special physical exertion is required.

**Factor 9, Work Environment**

Level 9- 1

5 Points

The work is performed in an office setting with adequate lighting, heat and ventilation. The work involves everyday risks or discomforts that require normal safety precautions.

---

**Other significant facts pertaining to this position are:**





AIR FORCE CORE PERSONNEL DOCUMENT

ORGANIZATION: USTRANSCOM/ TCJ1-PT  
 SUPV LEV CODE: 8  
 TARGET GRADE: ~~11~~ 4A-02  
 JOB SHARE: No  
 SENSITIVITY: Non-Critical Sensitive  
 EMERGENCY ESS: No  
 KEY POSITION: No

PD NUMBER: 9S41562001  
 COMP LEV CODE: ~~30SA~~  
 FLSA: Exempt  
 CAREER PROG ID: No  
 BUS: 8888  
 DRUG TEST: N/A  
 POSITION HIST: Replaces 9S4132700

CLASSIFICATION: Personnel Training Specialist, GS-0301-11 4A-301-02 BT 10/9/06  
 DUTY TITLE:

ORG & FUNC CODE: PAY Civilian Personnel  
 1ST SKILL CODE: 50 % EBTVRB - Training Technician, General Military  
 2ND SKILL CODE: 50 % AHM - Employee Development Specialist  
 3RD SKILL CODE: %

CLASSIFIED BY: Judy Gavin

*Judy Gavin*  
 CLASSIFIER SIGNATURE

11-20-98  
 DATE

SUPERVISORS CERTIFICATION:

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

SUPERVISOR:

*Steven C. Beetham*  
 SUPERVISOR SIGNATURE

11-20-98  
 DATE

CERTIFICATION:

Rater/Supv.				
Date				
Reviewer				
Date				
Employee*				
Date				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

AF Form 1003 APR 90 (COMPUTER GENERATED)

BUS Code - Position is exempt from Bargaining Unit.  
 Reason: Personnel Work IAW Chapter 71, par 7112(b)3  
 03m 7/31/06

NSPS-  
 IAW DOD 1400.25M (4-28-06):  
 Employee's performance plan in this PD is superseded by  
 NSPS guidelines, and is documented on DOD form 2906  
 effective 10-15-06

---

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

The primary purpose of this position is: to be the command primary point of contact for training and professional development of military and civilian employees. Provide advice to managers on complex issues and identify decision making alternatives or recommendations for resolving various training and professional development problems. Advise the staff in the operation and maintenance of an effective training and professional development program as it pertains to developing and maintaining critical job knowledge, skills, and abilities both now and in the future.

The organizational location of this position is: US Transportation Command; Manpower, Personnel, Quality and Information Management Directorate; Personnel Programs Division; Training and Civilian Personnel Branch, Scott AFB IL.

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

The organizational goals or objectives of this position are: to ensure command civilian personnel resources are effectively managed, training and development programs support the command requirement for well-trained personnel, civilian personnel advisory services are responsive to management and employee requirements and recognition programs are administered effectively.

---

**DUTY 1:** Develops and implements a comprehensive multi-year and annual command training plan (civilian and military) by incorporating training regulations, analysis, as well as any applicable operating instructions outlining necessary actions within established time frames. Assignment entails assessing training and professional development needs of both military and civilian personnel in professional, administrative and support positions and identifying appropriate resources for the identified training and professional development requirements to the extent needed to support Joint requirements measured by established metrics. Researches all available material in order to ensure the most cost-effective training and professional development plan. Defends training budget and justifies and explains requirements for new/additional resources as outlined by the training plan. Develops innovative solutions or strategies for training and professional development that improve mission effectiveness and satisfies long-range Command strategic goals for developing and maintaining critical skills both now and in the future. **Critical**

**STANDARDS:**

A. On a continuous basis, consults with managers, supervisors, training coordinators, and the Civilian Development and Advisory Council (CDAC) in order to identify requirements for training and professional development. Effectively evaluates comments concerning productivity, turnover, lack of skills, or needed improvements in customer service that may be solved by additional training and professional development.

B. Acquires training and professional development services from such vendors/resources as private sector, DOD, Army, Navy, Air Force, Marine, OPM, etc., considering cost, content and quality of training.

C. Thoroughly evaluates and reports overall command training and professional development issues through a formal feedback system to various command staff levels.

D. Solutions or strategies developed for training and professional development improve mission effectiveness and satisfies long-range Command strategic goals for developing and maintaining critical skills.

---

KSA: 1, 2, 3, 5, 8, 9

---

**DUTY 2:** Researches, develops, and manages on-site and off-site training courses required to meet Command mission essential and professional development needs. Keeps abreast of new developments, such as distance learning and teleconferencing, in training and professional development. Reviews and evaluates contractor produced syllabus, lesson plans, training materials, job aids, etc., for courses taught to determine appropriate objectives and goals.

Critical

**STANDARDS:**

- A. Thoroughly reviews and evaluates all available training materials for inclusion into the Command training plan.
- B. Ensures training provided by contractors meets stated objectives, addresses pertinent mission requirements, and is consistent with educational techniques and practices.
- C. Establishes clear and effective procedures for ensuring that employees enrolled in the acquisition program and other career programs receive timely effective upgrade training.

KSA: 5, 8, 9

---

**DUTY 3:** Manages the Command Training Program for civilians and military. Writes command policy for implementation of training and development programs based on research of law and regulations governing government training programs. Ensures all personnel, military and civilian, requiring training and professional development are identified, scheduled for, and attend training and professional development courses as identified in the individual development plan. Approves all requests for training funded by the command. Recommends disapproval when request does not meet criteria for government funded training. Establishes management controls to ensure that supervisors are aware of and support upcoming training. At the completion of training, ensures that training budget is updated, to include travel, per-diem expenses, tuition costs, etc.

Critical

**STANDARDS:**

- A. Ensures that training approved is properly documented and submitted promptly to the appropriate office/vendor for registration.

*Military Modern System - Oracle for Training Administration (HILMOD-OTA) 020 4-22-03*

- B. Effectively uses the ~~Air Force Training Management System~~ to ensure that training quotas are forecasted, training line numbers obtained, and qualified individuals attend.

- C. Establishes liaison with Army and Navy training functions to ensure that specialized training available from other services are also available to meet the Command mission and professional development requirements.

- D. Ensures that contract training services are available on-site to support the Command standard office information systems requirements for training on word processing, spreadsheet, database management, networking, e-mail, internet, etc.

- E. Thoroughly researches law and regulations prior to writing policy that defines command training programs, policies and procedures.

DATE: August 1996

---

**KSA: 1, 2, 5, 6, 7, 8, 9**

---

**DUTY 4:** Educates and assists USTRANSCOM supervisors, training coordinators, and CDAC members on effective education, training, and professional development programs. Trains the training coordinators on establishing requirements for instructor-led training, requesting training quotas in the training database, maintaining employee individual training plans, and managing various directorate civilian employee career programs. Chairs periodic training coordinator meetings to update training coordinators with latest training and professional development policies and procedures. Provides briefings and reports to the CDAC on a monthly basis. Identifies training deficiencies.

**Critical**

**STANDARDS:**

- A. Ensures timely effective training for training coordinators to manage directorate portions of the training database.
- B. As the Command subject matter expert SME role, provides expert training and professional advice and counsel to the CDAC, training coordinators, service element commanders, and supervisors.
- C. Provides monthly briefings to the Civilian Development Advisory Council on the status of training and professional development within the Command.
- D. Ensures CDAC members, Service Element Commanders, training coordinators, and supervisors are advised of the Command policy of fair and equitable management of civilian personnel programs without regard to race, color, religion, sex, national origin, age, handicapping condition, or any other factors unrelated to training and professional development.

**KSA: 3, 4, 5, 6, 7, 8**

---

**DUTY 5:** Serves as the Training Data Base Administrator for the Command training database. Ensures effective use of the On-Track For Training software to develop and maintain employee records of schedules and completed training. Maintains the integrity of the database to ensure employee's records are updated properly, and that statistical information and reports obtained are accurate. Establishes individual training plans for new employees and ensures disposition of training records of terminating employees.

**Critical**

**STANDARDS:**

- A. Periodically checks, verifies, or performs quality review of automated information for which responsible. Takes prompt action to correct discrepancies and/or re-train managers on the proper procedures for accessing and updating the On-Track database.
- B. Ensures that individual training plans for new employees are accurate and disposition of training records of terminating employees are accomplished timely and appropriately.
- C. Ensures training coordinators/supervisors are effectively trained in the On-Track For Training database to ensure completed training courses are reflected accurately in the system.

**KSA: 2, 6, 7**

**DATE:** August 1996

**DUTY 6:** Manages substantial training and professional development budget for civilians and military assigned to the Command. Accurately forecasts for funding for validated requirements by developing the USTRANSCOM Training and Professional Development Financial Plan. Establishes internal management controls to ensure that training funds are used to support valid training requirements and that accurate records are kept to document training expenditures. Manages the budget execution process to ensure that training and professional development funds will be available to support training throughout the fiscal year and/or conducts reprogramming actions as necessary. Provides professional briefings to the Civilian Development Advisory Council on training and professional development budget issues. Defends and justifies funding requirements by linking training and professional development to Command strategic goals, objectives, and strategies. Plans, develops, coordinates, and publishes financial guidance to help training coordinators, CDAC members, Service Element Commanders, and supervisors forecast for training funds. **Critical**

**STANDARDS:**

- A. Provides detailed answers to questions regarding entire training budget process.
- B. Ensures that data linking training and professional development to Command strategic goals, objectives, and strategies is accurate and timely when supporting funding requirements.
- C. Provides accurate, timely, and easy-to-understand financial management tools to training coordinators, CDAC members, Service Element Commanders, and Supervisors accurately forecast, track and resolve discrepancies with training funds.
- D. Accurately prepares, justifies and submits budget data for appropriated fund training within established time frames to ensure funding is available for identified training and professional development needs.

KSA: 1,2,3,4,5,6

**DUTY 7:** Oversees the performance and productivity of contractors within the work center and/or in related work centers. Prepares DD Forms 250 or related documents to certify acceptance of contractor services. Acts as liaison to contracting organizations by reporting problems with contractor services, clarifying contractor responsibilities, and researching contracting issues. Assists the contracting officer, as required, in developing comprehensive statements of work; developing Contract Data Requirements Lists and Data Item Descriptions. Assists contracting officers with: technical evaluations; source selections; technical advice as to the requirements of the services being procured.

~~Non-critical~~ **Critical** 5/8 11-29-00**STANDARDS:**

- A. Ensures that contracted training services are provided in accordance with terms of contract(s).
- B. Ensures that statements of work, data requirements lists and data item descriptions accurately and completely describe the type of training services/products required.

KSA: 2, 4, 5, 8

**RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA)**

- 1. Knowledge of management principles, fact-finding and investigative techniques, and methods of analysis and evaluation.

2. Knowledge of standard administrative practices and procedures used to conduct training studies to include planning, developing training agreements or contracts, conducting the training tasks (needs analysis, occupational analysis, develop instructional materials, etc.), and evaluating the training.
3. Skill preparing and delivering authoritative, professional briefings to senior leadership on a variety of training and professional development issues.
4. Skill in developing a variety of written material to include policy, letters, memorandums and statistical reports.
5. Knowledge of a variety of contracting procedures to obtain training and professional development courses.
6. Knowledge of civilian career program requirements.
7. Knowledge of fair and equitable management of civilian personnel programs without regard to race, color, religion, sex, national origin, age, handicapping condition, or factors unrelated to training and professional development.
8. Ability to be tactful and courteous when dealing with others.
9. Knowledge of military and civilian personnel policies, regulations and procedures pertaining to training and development.

---

**SUPERVISORY CONTROLS**

The employee receives assignments which are defined only in terms of what is to be achieved. The employee and supervisor may meet to establish deadlines. The employee plans, coordinates, and carries out the successive steps of projects. Work is reviewed for conformance with overall requirements as well as contribution to the objectives of the program. Completed work products are reviewed for conformance with higher level policies or for coordination prior to forwarding for implementation. The employee independently decides which training will be approved and makes recommendations to disapprove training which are technically inaccurate.

**GUIDELINES**

The guidelines include laws and regulations governing training programs and how they can be used to improve performance, enhance employee skills, and develop employees professionally. Guidelines also address appropriateness of spending government funds for employee development. Employee provides management advisory services; employee uses judgment in researching/interpreting regulations, and in determining the relationship between guidelines, program effectiveness, and productivity.

**ENVIRONMENTAL FACTORS**

None. The work is primarily sedentary, although some physical effort may be required. Work is typically performed in an adequately lighted and climate controlled office.

---

**Other significant facts pertaining to this position are:**

- A. Incumbent may be required to work occasional overtime.
- B. Incumbent may be required to travel by regularly scheduled commercial or military transportation when going TDY.
- C. Employee is required to file a financial disclosure statement annually.

**CLASSIFICATION SUMMARY:****CLASSIFICATION STANDARD(S) USED:**

PCS for Employee Development Series GS-235, TS-4, April 1971

DATE: August 1996

---

Military Personnel Management Series, GS-205, Fly Sheet, TS-6, June 1971  
PCS for Education and Training Series GS-1702, TS-109, October 1991  
PCS for Miscellaneous Administration and Program Series, GS-301, TS-34, January 1979  
USAF/DPC Letter, 17 January 1990, subj: Guidelines for Classification of Positions to GS-2XX Group  
HQ AMC/DPCM Letter, 29 January 1990, subj: Guidelines for Classification of Positions to GS-2XX Group

**CLASSIFICATION REMARKS:**

Responsibilities for civilian and military training are co-equal. Since neither series is paramount, and the primary work of the position is of an administrative, two-grade interval nature, it is appropriate to assign the position to the GS-301 series. To reflect the mixed responsibilities, Personnel Training Specialist is assigned as a title. There is no grading criteria for either the GS-205 or the GS-1702 series. Since duties involving military training are similar in nature to civilian training responsibilities, the GS-235 standard is used to evaluate both aspects of the position. Typically at the GS-9 level the work force involves fairly well-defined and readily understood duties (i.e., positions in custodial, mechanical, manual-labor, clerical, and similar occupations); however, it can also include training and developing at least a few employees in technical, professional, managerial, administrative, and similar occupations. At the GS-11 level, the specialist typically works with a training and development program requiring fairly specialized skills (e.g. technical, professional, managerial, administrative, and similar occupations. This position works with many positions in the occupational series described at the GS-11 level. This position meets the Nature of Assignment at the GS-11 level as the incumbent works independently in assessing, planning, and coordinating the training and professional development needs of both military and civilian personnel in professional, administrative and support positions in USTRANSCOM. This position meet the Level of Responsibility at the GS-11 level as the incumbent is responsible for developing and implementing a comprehensive multi-year and annual command training plan for civilians and military assigned to the USTRANSCOM. Incumbent is responsible for thoroughly researching/interpreting laws and regulations prior to writing policy that defines the command training programs, policies and procedures. This position is responsible for providing management advisory services; continually consulting/advising managers, supervisors, training coordinators, and the Civilian Development and Advisory Council on the training needs of their military and civilians. Position is classified as a Personnel Training Specialist, GS-0301-11.

---

Employee may be required to support the Crisis Action Team (CAT) during exercises and/or contingencies. This may require the employee to work overtime or other than normal duty schedule.





FES TEMPLATE - 08/96 Version

## AIR FORCE CORE PERSONNEL DOCUMENT

ORGANIZATION:	USTRANSCOM/ TCJ1-PT	PD NUMBER:	9S4156200
SUPV LEV CODE:	8	COMP LEV CODE:	30SA
TARGET GRADE:	11	FLSA:	Exempt
JOB SHARE:	No	CAREER PROG ID:	N/A
SENSITIVITY:	Non-Critical Sensitive	BUS:	8888
EMERGENCY ESS:	No	DRUG TEST:	N/A
KEY POSITION:	No	POSITION HIST:	New

CLASSIFICATION: Personnel Training Specialist, GS-0301-09  
 DUTY TITLE:

ORG & FUNC CODE: PAY Civilian Personnel  
 1ST SKILL CODE: 50 % EBTVRB - Training Technician, General Military  
 2ND SKILL CODE: 50 % AHM - Employee Development Specialist  
 3RD SKILL CODE: %

CLASSIFIED BY: Judy Gavin

CLASSIFIER SIGNATURE

DATE

SUPERVISORS CERTIFICATION:

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

SUPERVISOR:

SUPERVISOR SIGNATURE

DATE

CERTIFICATION:

Rater/Supv.				
Date				
Reviewer				
Date				
Employee*				
Date				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

AF Form 1003 APR 90 (COMPUTER GENERATED)

BUS Code - Position is exempt from Bargaining Unit.  
 Reason: Personnel Work IAW Chapter 71, par 7112(b)3

02 7-31-06

NSPS-  
 IAW DOD 1400.25M (4-28-06):  
 Employee's performance plan in this PD is superseded by  
 NSPS guidelines, and is documented on DOD form 2906

---

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

**The primary purpose of this position is:** to learn how to be the command point of contact for training and professional development of military and civilian employees. Provide advice to managers on complex issues and identify decision making alternatives or recommendations for resolving various training and professional development problems. Advise the staff in the operation and maintenance of an effective training and professional development program as it pertains to developing and maintaining critical job knowledge, skills, and abilities both now and in the future.

**The organizational location of this position is:** US Transportation Command; Manpower, Personnel, Quality and Information Management Directorate; Personnel Programs Division; Training and Civilian Personnel Branch, Scott AFB IL

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

**The organizational goals or objectives of this position are:** to ensure command civilian personnel resources are effectively managed, training and development programs support the command requirement for well-trained civilian and military personnel, civilian personnel advisory services are responsive to management and employee requirements and recognition programs are administered effectively.

---

This is a developmental assignment with promotion potential to Personnel Training Specialist, GS-301-11. Duties remain the same as described at the full performance level.

---

**SUPERVISORY CONTROLS**

The employee receives assignments which are defined in terms of what is to be achieved and steps to take or resources to use in accomplishing the assignment. The employee and supervisor may meet to establish timelines, and milestones and to discuss progress on assignments. The employee plans, coordinates, and carries out the successive steps of projects. Work is reviewed upon completion for conformance with overall requirements. The employee approves routine training requests and recommends to the supervisor which other training should be approved or disapproved based on regulatory requirements.

**GUIDELINES**

The guidelines include laws and regulations governing training programs and how they can be used to improve performance, enhance employee skills, and develop employees professionally. Guidelines also address appropriateness of spending government funds for employee development. Employee researches and interprets regulations and guidelines, making clear cut decisions, but makes recommendations to the supervisor on those cases that are not fully addressed or could set a precedent. Employee maintains an effective working relationship with management officials, supervisors, and individual employees.

**ENVIRONMENTAL FACTORS**

None. The work is primarily sedentary, although some physical effort may be required. Work is typically performed in an adequately lighted and climate controlled office.

---

---

Other significant facts pertaining to this position are:

- A. Incumbent may be required to work occasional overtime.
- B. Incumbent may be required to travel by regularly scheduled commercial or military transportation when going TDY.
- C. Employee is required to file a financial disclosure statement annually.

**CLASSIFICATION SUMMARY:**

**CLASSIFICATION STANDARD(S) USED:**

PCS for Employee Development Series GS-235, TS-4, April 1971  
Military Personnel Management Series, GS-205, Fly sheet, TS-6, June 1971  
PCS for Education and Training Series GS-1702, TS-109, October 1991  
PCS for Miscellaneous Administration and Program Series, GS-301, TS-34, January 1979  
USAF/DPC Letter, 17 January 1990, subj: Guidelines for Classification of Positions to GS-2XX Group  
HQ AMC/DPCM Letter, 29 January 1990, subj: Guidelines for Classification of Positions to GS-2XX Group

**CLASSIFICATION REMARKS:**

Personnel Training Specialist, GS-301-09  
This is a developmental position with promotion potential to GS-11.

---

Employee may be required to support the Crisis Action Team (CAT) during exercises and/or contingencies. This may require the employee to work overtime or other than normal duty schedule.



## FES TEMPLATE - 08/96 Version

## AIR FORCE CORE PERSONNEL DOCUMENT

ORGANIZATION:	USTRANSCOM/ TCJ1-PT	PD NUMBER:	9S41562001
SUPV LEV CODE:	8	COMP LEV CODE:	30SA
TARGET GRADE:	11	FLSA:	Non-Exempt
JOB SHARE:	No	CAREER PROG ID:	N/A
SENSITIVITY:	Non-Critical Sensitive	BUS:	8888
EMERGENCY ESS:	No	DRUG TEST:	N/A
KEY POSITION:	No	POSITION HIST:	New

CLASSIFICATION: Personnel Training Specialist, GS-0301-07  
DUTY TITLE:

ORG & FUNC CODE: PAY Civilian Personnel  
1ST SKILL CODE: 50 % EBTVRB - Training Technician, General Military  
2ND SKILL CODE: 50 % AHM - Employee Development Specialist  
3RD SKILL CODE: %

CLASSIFIED BY: Judy Gavin

CLASSIFIER SIGNATURE

11-20-98  
DATE

SUPERVISORS CERTIFICATION:

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

SUPERVISOR:

SUPERVISOR SIGNATURE

11-20-98  
DATE

CERTIFICATION:

Rater/Supv.				
Date				
Reviewer				
Date				
Employee*				
Date				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

AF Form 1003 APR 90 (COMPUTER GENERATED)

BUS Code - Position is exempt from Bargaining Unit.  
Reason: Personnel Work IAW Chapter 71, par 7112(b)3

NSPS-  
IAW DOD 1400.25M (4-28-06):  
Employee's performance plan in this PD is superseded by  
NSPS guidelines, and is documented on DOD form 2906

effective 10-15-06

11-20-98

---

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

**The primary purpose of this position is:** to learn how to be the command point of contact for training and professional development of military and civilian employees. Provide advice to managers on complex issues and identify decision making alternatives or recommendations for resolving various training and professional development problems. Advise the staff in the operation and maintenance of an effective training and professional development program as it pertains to developing and maintaining critical job knowledge, skills, and abilities both now and in the future. This is a developmental position with promotion potential to GS-11.

**The organizational location of this position is:** US Transportation Command; Manpower, Personnel, Quality and Information Management Directorate; Personnel Programs Division; Training and Civilian Personnel Branch, Scott AFB IL.

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

**The organizational goals or objectives of this position are:** to ensure command civilian personnel resources are effectively managed, training and development programs support the command requirement for well-trained civilian and military personnel, civilian personnel advisory services are responsive to management and employee requirements and recognition programs are administered effectively.

---

**DUTY 1:** With assistance from the supervisor, develops and implements a comprehensive multi-year and annual command training plan (civilian and military) by incorporating training regulations, analysis, as well as any applicable operating instructions outlining necessary actions within established time frames. Assesses training and professional development needs of both military and civilian personnel in professional, administrative and support positions and identifying appropriate resources for the identified training and professional development requirements to the extent needed to support Joint requirements measured by established metrics. Recommends solutions to supervisor for approval. Researches all available material to ensure the most cost-effective training and professional development plan. Drafts training budget and prepares justification for new/additional resources as outlined by the training plan. Proposes solutions or strategies for training and professional development that improve mission effectiveness and satisfies long-range command strategic goals.

**Critical**

**STANDARDS:**

A. Periodically discusses with managers, supervisors, training coordinators, and the Civilian Development and Advisory Council (CDAC) requirements for training and professional development. Promptly evaluates comments concerning productivity, turnover, lack of skills, or needed improvements in customer service that may be solved by additional training and professional development.

B. With prior approval, acquires training and professional development services from such vendors/resources as private sector, DOD, Army, Navy, Air Force, Marine, OPM, etc., considering cost, content and quality of training.

C. Thoroughly evaluates and reports overall command training and professional development issues through a formal feedback system to various command staff levels.

**KSA:** 1, 2, 3, 5, 8, 9

---

**DUTY 2:** Researches, develops, proposes and tracks on-site and off-site training courses required to meet Command mission essential and professional development needs. Keeps abreast of new developments, such as distance learning and

---

teleconferencing, in training and professional development. Reviews and evaluates contractor produced syllabus, lesson plans, training materials, job aids, etc., for courses taught to determine appropriate objectives and goals.

**Critical**

**STANDARDS:**

- A. Thoroughly reviews and evaluates all available training materials for inclusion into the Command training plan.
- B. Ensures training provided by contractors meets stated objectives, addresses pertinent mission requirements, and is consistent with educational techniques and practices.

**KSA: 5, 8, 9**

---

**DUTY 3:** With assistance and direction from supervisor, manages the Command Training Program for civilians and military. Drafts command policy for implementation of training and development programs based on research of law and regulations governing government training programs. Ensures all personnel, military and civilian, requiring training and professional development are identified, scheduled for, and attend training and professional development courses as identified in the individual development plan. Recommends approval/disapproval of all requests for training funded by the command. Recommends management controls to ensure that supervisors are aware of and support upcoming training. At the completion of training, ensures that training budget is updated to account for tuition costs. **Critical**

**STANDARDS:**

- A. Ensures that training approved is properly documented and submitted promptly to the appropriate office/vendor for registration.
- B. Effectively uses the Air Force Training Management System to ensure that training quotas are forecasted, training line numbers obtained, and qualified individuals attend.
- C. Establishes liaison with Army and Navy training functions to ensure that specialized training available from other services are also available to meet the Command mission and professional development requirements.
- D. Ensures that contract training services are available on-site to support the Command standard office information systems requirements for training on word processing, spreadsheet, database management, networking, e-mail, internet, etc.
- E. Thoroughly researches law and regulations prior to writing policy that defines command training programs, policies and procedures.

**KSA: 1, 2, 5, 6, 7, 8, 9**

---

**DUTY 4:** With assistance from the supervisor, educates and assists USTRANSCOM supervisors, training coordinators, and CDAC members on effective education, training, and professional development programs. Trains the training coordinators on establishing requirements for instructor-led training, requesting training quotas in the training database, maintaining employee individual training plans, and managing various directorate civilian employee career programs. Co-chairs periodic training coordinator meetings to update training coordinators with latest training and professional

development policies and procedures. Provides briefings and reports to the CDAC as required. Identifies training deficiencies. **Critical**

**STANDARDS:**

- A. Ensures timely, effective training for training coordinators to manage directorate portions of the training database.
- B. Provides periodic, informative briefings to the Civilian Development Advisory Council on the status of training and professional development within the Command.
- C. Ensures CDAC members, Service Element Commanders, training coordinators, and supervisors are advised of the Command policy of fair and equitable management of civilian personnel programs without regard to race, color, religion, sex, national origin, age, handicapping condition, or any other factors unrelated to training and professional development.

KSA: 3, 4, 5, 6, 7, 8

---

**DUTY 5:** Serves as the Training Data Base Administrator for the Command training database. Ensures effective use of the On-Track For Training software to develop and maintain employee records of schedules and completed training. Maintains the integrity of the database to ensure employee's records are updated properly, and that statistical information and reports obtained are accurate. Establishes individual training plans for new employees and ensures disposition of training records of terminating employees. **Critical**

**STANDARDS:**

- A. Periodically checks, verifies, or performs quality review of automated information for which responsible. Takes prompt action to correct discrepancies and/or re-train managers on the proper procedures for accessing and updating the On-Track database.
- B. Ensures that individual training plans for new employees are accurate and disposition of training records of terminating employees are accomplished timely and appropriately.
- C. Ensures training coordinators/supervisors are effectively trained in the On-Track For Training database to ensure completed training courses are reflected accurately in the system.

KSA: 2, 6, 7

---

**DUTY 6:** With the assistance of the supervisor, manages substantial training and professional development budget for civilians and military assigned to the Command. Accurately forecasts for funding for validated requirements by developing the USTRANSCOM Training and Professional Development Financial Plan. Establishes internal management controls to ensure that training funds are used to support valid training requirements and that accurate records are kept to document training expenditures. With the assistance of the supervisor, manages the budget execution process to ensure that training and professional development funds will be available to support training throughout the fiscal year and/or conducts reprogramming actions as necessary. Provides professional briefings to the Civilian Development Advisory Council on training and professional development budget issues. Defends and justifies funding requirements by linking training and professional development to Command strategic goals, objectives, and strategies. Plans, develops, coordinates, and publishes financial guidance to help training coordinators, CDAC members, Service Element Commanders, and supervisors forecast for training funds.



---

**Critical****STANDARDS:**

- A. Provides detailed answers to questions regarding entire training budget process.
- B. Ensures that data linking training and professional development to Command strategic goals, objectives, and strategies is accurate and timely when supporting funding requirements.
- C. Accurately prepares, justifies and submits budget data for appropriated fund training within established time frames to ensure funding is available for identified training and professional development needs.

KSA: 1,2,3,4,5,6

---

**DUTY 7:** Oversees the performance and productivity of contractors within the work center and/or in related work centers. Prepares DD Forms 250 or related documents to certify acceptance of contractor services. Acts as liaison to contracting organizations by reporting problems with contractor services, clarifying contractor responsibilities, and researching contracting issues. Assists the contracting officer, as required, in developing comprehensive statements of work; developing Contract Data Requirements Lists and Data Item Descriptions. Assists contracting officers with: technical evaluations; source selections; technical advice as to the requirements of the services being procured.

~~1~~-critical (Csu) 10-2-06

**STANDARDS:**

- A. Ensures that contracted training services are provided in accordance with terms of contract(s).
- B. Ensures that statements of work, data requirements lists and data item descriptions accurately and completely describe the type of training services/products required.

KSA: 2, 4, 5, 8

---

**RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA)**

- 1. Basic knowledge of management principles, fact-finding and investigative techniques, and methods of analysis and evaluation.
- 2. Knowledge of standard administrative practices and procedures used to conduct training studies to include planning, conducting training tasks, and performing occupational analysis.
- 3. Skilled at communicating orally in an effective manner.
- 4. Skilled at effective written communication.
- 5. Knowledge of fair and equitable management of civilian personnel programs without regard to race, color, religion, sex, national origin, age, handicapping condition, or factors unrelated to training and professional development.
- 6. Ability to be tactful and courteous when dealing with others.
- 9. Basic knowledge of military and civilian personnel policies, regulations and procedures pertaining to training and development.

---

**SUPERVISORY CONTROLS**

The employee receives assignments which are defined in terms of what is to be achieved and steps to take or resources to use in accomplishing the assignment. The employee and supervisor may meet to establish timelines, milestones and to discuss progress on assignments. The employee in conjunction with the supervisor plans,

DATE: August 1996

---

coordinates, and carries out the successive steps of projects. Work is reviewed in process and upon completion for conformance with overall requirements. The employee recommends to the supervisor which training should be approved and makes recommendations to disapprove training based on regulatory requirements.

### **GUIDELINES**

The guidelines include laws and regulations governing training programs and how they can be used to improve performance, enhance employee skills, and develop employees professionally. Guidelines also address appropriateness of spending government funds for employee development. Employee researches regulations, procedures and guidelines referring to the supervisor those cases that are not fully addressed or could set a precedent.

### **ENVIRONMENTAL FACTORS**

None. The work is primarily sedentary, although some physical effort may be required. Work is typically performed in an adequately lighted and climate controlled office.

---

#### **Other significant facts pertaining to this position are:**

- A. Incumbent may be required to work occasional overtime.
- B. Incumbent may be required to travel by regularly scheduled commercial or military transportation when going TDY.
- C. Employee is required to file a financial disclosure statement annually.

### **CLASSIFICATION SUMMARY:**

#### **CLASSIFICATION STANDARD(S) USED:**

PCS for Employee Development Series GS-235, TS-4, April 1971

Military Personnel Management Series, GS-205, Fly Sheet, TS-6, June 1971

PCS for Education and Training Series GS-1702, TS-109, October 1991

PCS for Miscellaneous Administration and Program Series, GS-301, TS-34, January 1979

USAF/DPC Letter, 17 January 1990, subj: Guidelines for Classification of Positions to GS-2XX Group

HQ AMC/DPCM Letter, 29 January 1990, subj: Guidelines for Classification of Positions to GS-2XX Group

#### **CLASSIFICATION REMARKS:**

Personnel Training Specialist, GS-301-07

This is a developmental position with promotion potential to GS-11.

---

Employee may be required to support the Crisis Action Team (CAT) during exercises and/or contingencies. This may require the employee to work overtime or other than normal duty schedule.



# AIR FORCE CORE PERSONNEL DOCUMENT

ORGANIZATION: USTRANSCOM/TCJ1-M  
 SUPV LEV CODE: 8  
 TARGET GRADE: 12  
 JOB SHARE: No  
 SENSITIVITY: Non Critical-Sensitive  
 EMERGENCY ESS: No  
 KEY POSITION: No

CPD NUMBER: 42448  
 COMP LEV CODE: K71D  
 FLSA: Exempt  
 CAREER PROG ID: 2/1  
 BUS: 1036  
 DRUG TEST: No  
 POSITION HIST: Replaces 9S41763

CLASSIFICATION: Management Analyst, GS-0343-12  
 DUTY TITLE:

ORG & FUNC CODE: CAY - Manpower  
 1ST SKILL CODE: 50% ARGRMOMOC - Management Analysis/Manpower & Orgn/Manpower & Organ Ctrl  
 2ND SKILL CODE: 25% ARGRMOMSD - Management Analysis/Manpower & Orgn/Management Engineering  
 3RD SKILL CODE: 25% ARGRMOMCA - Management Analysis/Manpower & Orgn/Commercial Activities

CLASSIFIED BY:

Beita B. Williams  
 CLASSIFIER SIGNATURE

9 Jul 03  
 DATE

## SUPERVISORS CERTIFICATION:

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

SUPERVISOR:

Shannon W. Smith  
 SUPERVISOR SIGNATURE

3 Jul 03  
 DATE

## CERTIFICATION:

Rater/Supv.				
Date				
Reviewer				
Date				
Employee				
Date				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

The primary purpose of this position is: To serve as a Management Analyst on the USTRANSCOM staff performing comprehensive manpower and organizational analyses of a wide diversity of organizations, functions, work processes and provides innovative, expert management advisory capabilities to improve mission effectiveness, resource efficiency, and resource savings.

The organizational location of this position is: Manpower Management Division, Manpower and Personnel Directorate, United States Transportation Command, Scott Air Force Base, Illinois 62225-5357

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

The organizational goals or objectives of this position are: To execute the USTRANSCOM Joint Manpower Program. To provide senior leadership and management advice on the effective and economical management of manpower resources; perform research/analysis providing comprehensive background upon which sound manpower policies/programs can be based; and provide advice and support to serviced organizations.

---

**DUTY 1:****Critical**

Conducts complex management studies encompassing major transportation systems, facilities, and units at all levels of command that are complicated by the need to consider and evaluate the impact of changes in regulatory and legislation requirements, long range program goals, etc. Manages multiple programs and studies simultaneously. Establishes manpower and organizational requirements and manages USTRANSCOM manpower resources relating to worldwide transportation systems and mission changes. Determines the manpower and organizational impact of wide-scale mission changes, and/or reorganizations/realignments for USTRANSCOM, to include component command as they relate to or are driven by changing requirements. Gather and research factual, historical, and statistical data regarding the organization and/or programs involved. Analyzes information obtained to determine accuracy of data. Analyzes existing organizational structure and workload to determine number of manpower authorizations required to accomplish all responsibilities. Identifies potential areas of duplication or overlapping responsibilities that may be streamlined and/or consolidated to reduce resource requirements. Reviews Joint and Service, manpower standards, regulations, and guidelines and comments on their applicability and completeness. Prepares and presents briefing to managers on study findings and recommendations.

**STANDARDS:**

- A. Routinely plans and conducts comprehensive analytical studies of organizational structure and functions.
- B. Most always performs detailed reviews and analysis of organizational structures, functions, and manpower utilization to recommend potential improvements in organizational structure or resolve substantive issues.
- C. Effectively manages multiple projects at the same time with rare exception.

KSA: 1, 2, 3, 4, 5, 6, 7

---

**DUTY 2:****Critical**

Responsible for the accomplishment of an effective manpower program, which includes in-depth analysis designed to facilitate recommendations and decisions pertaining to the distribution and utilization of manpower resources. Performs research and analysis of command manpower files, studies, and reports to identify inconsistencies, deviations, and deficiencies in manpower trends. Develops, collects, and maintains statistical data pertinent to manpower allocations and requirements to provide a comprehensive background upon which sound manpower policies and programs can be based. Recommends changes in organizational structure regulations or functional statements to improve efficiency and economy of operation. Assists in the identification of lower priority activities and resources within the command to provide support for new projects. Reviews and validates inputs involving complex work processes to include proposed organization and manpower changes along with command-to-command and support agreement updates to assess the impact on manpower

requirements and recommends appropriate courses of action. Provides consultation to organizations or leads teams in the application of Air Force and Joint Staff policy and guidance.

**STANDARDS:**

- A. Typically prepares accurate detailed plans and performs studies to efficiently improve manpower utilization and distribution.
- B. Completely understands and is able to explain and implement Services and joint manpower guidelines and procedures with rare exception.

KSA: 1, 2, 3, 4, 5, 6, 7

---

**DUTY 3:****Critical**

Designs, plans, and conducts management surveys and research projects, and provides advisory services on a wide variety of substantive issues with extensive scope, complexity, and impact throughout a complex organization(s) with interrelated processes and functions. Collects and analyzes data to determine actual manpower requirement for work performed and future expected workload. Continuously reviews requirements on all manpower actions taken by the command to ensure the most effective and efficient utilization of resources. Leads Service directed reviews of key military manpower attributes to ensure the most efficient use of resources. Prepares and presents briefings to the headquarters staff and JCS. Develops and validates a need to increase or reduce manpower and determines manpower requirements by functions, specialty code, and skill level in accordance with established policy. Based on leadership decisions, initiates actions to adjust manpower authorizations and justifies all actions taken. Prepares manpower documents when changes in authorizations should be made and identifies what functions should be combined to effect better utilizations. Reviews audit, investigative reports, and directives to make recommendations as to appropriate changes and corrective action on Congressional, OSD, and Air Force manpower initiatives (e.g., Base Realignment and Closure, privatization, etc.) Conducts periodic reviews to validate study results.

**STANDARDS:**

- A. Regularly designs, plans, and conducts thorough surveys on issues of substantial scope, complexity, and impact, with rare exception.
- B. Ensures sound, fact-based recommendations are routinely provided in accordance with established guidelines and milestones.
- C. Thoroughly understands and routinely uses the JMAPS system to build Manpower Requirements Change Packages (MRCPs) to submit proposed changes to the Joint Staff for staffing and approval.

KSA: 1, 2, 3, 4, 5, 6, 7

---

**DUTY 4:****Critical**

Provides complex management support services in the areas of program analysis, annual/multi-year/long range fiscal planning (e.g., Defense Planning Guidance (DPG), Planning, Programming, and Budgeting System (PPBS) cycles), and development of annual work plan(s). Actively participates in or facilitates management studies and strategic planning to improve organizational direction and focus using appropriate strategic planning tools and techniques. Prepares detailed plans and schedules for assigned areas and programs and/or participates with management in fiscal planning (e.g., PPBS, etc.); responsible for effectively integrating requirements into the annual Program Objective Memorandum (POM). Provides support and advice on reprogramming of funds and funding levels due to manpower changes. Evaluates the impact of Service and Office of the Secretary of Defense programming and budget decisions on manpower resources during all phases of the Department of Defense (DoD) PPBS process. Ensures analyses of these issues adequately address CDRTRANS priorities and concerns. Assists the organization by evaluating modifications to existing plans in response to

changing environments. Works with Services, Joint Staff, OSD and TCCs to gather and analyze manpower information concerning common-user transportation.

**STANDARDS:**

- A. Normally provides effective, complex management advisory services to assigned organizations.
- B. Routinely provides accurate and timely manpower and financial inputs during all phases of the PPBS cycle.

KSA: 1, 2, 3, 4, 5, 6, 7

---

**DUTY 5:****Critical**

Develops proposed organizational changes involving establishment, discontinuance, consolidation, transfer, or regrouping of functions or major organizational units. This often involves complex studies of multiple geographically dispersed units to validate and recommend changes. Explains to senior leaders and high-ranking officials methods by which consolidation of functions will be achieved and the duties and responsibilities of the various components after consolidation. Attends meetings with representatives from other commands for the purpose of working out tentative agreements with respect to procedures, which are their joint concern. Works directly with other unified commands in the transfer of missions and/or billets.

**STANDARDS:**

- A. Routinely provides detailed analysis of proposed changes and provides sound, logical alternatives to achieve the desired objective.
- B. Effectively briefs orally or in writing high-ranking officials as to proposed recommendations on organizational changes with rare exception.

KSA: 1, 2, 3, 4, 5, 6, 7

---

**DUTY 6:****Critical**

Analyzes directives and guidance received from higher headquarters for the purpose of standardizing and clarifying the broad manpower language of the higher headquarters instruction. Recommends manpower policies and procedures. Performs staff visits and surveys to staff agencies for the purpose of furnishing advice and assistance in regard to manpower planning/programs. Attend meetings and conference at JCS as required. Briefs USTRANSCOM staff offices on manpower functions and programs. Performs special studies and projects.

**STANDARDS:**

- A. Ensures sound, fact-based recommendations are provided in accordance with established guidance and policies.
- B. Thoroughly understands and explains JCS and higher headquarters directives, policies and guidance.
- C. Develops strategies and action plans to effectively implement JCS and higher headquarters directives and guidance.

KSA: 1, 2, 3, 4, 5, 6, 7

---

**DUTY 7:****Critical**

Designs, plans, and conducts competitive sourcing studies, management surveys, and research projects, providing advisory services of a wide variety on substantive issues with extensive scope, complexity, and impact, assessing the overall effectiveness of program operations. Actively participates in reviews and studies to determine the most efficient and cost

effective means of accomplishment (e.g., in-service, contract). Facilitates the development of performance work statements, quality assurance surveillance plans (QASP) and transition plans. With the assistance of the functional OPR, prepares the management plan, which includes the most efficient organization (MEO), and the government's in-house QASP. May also serve as the chairperson of the USTRANSCOM Steering Committee for the Office of Management and Budget (OMB) Circular A-76 cost comparison studies. Reviews audit and investigative reports to determine appropriate changes and corrective action required on Congressional, OSD, and Air Force competitive sourcing initiatives (e.g., Base Realignment and Closure, privatization, etc.). Conducts periodic reviews to validate study results.

**STANDARDS:**

- A. Normally plans and conducts reviews of activities to determine if inherently governmental or a commercial activity and coordinates findings with senior management.
  - B. Effectively collects data, performs detailed analysis and ensures sound, fact-based recommendations are regularly provided in accordance with established A-76 and Air Force competitive sourcing guidelines and milestones.
  - C. Routinely reviews and evaluates requests that initiate new or extend existing contracts to ensure compliance with prescribed policies and guideline.
- 

**RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA):**

- 1. Knowledge and skill in the application of DOD, Joint, and AF management engineering principles, concepts, and methodologies and financial management directives, concepts, procedures, guidance, and policy.
  - 2. Knowledge and skill to gather, assemble, and analyze facts, draw conclusions, devise solutions to problems, and identify changes and trends.
  - 3. Skill in applying analytical and evaluative techniques to the identification, consideration, and resolution of issues or problems concerning efficiency and effectiveness of program operations.
  - 4. Skill in conducting interviews with supervisors and employees to obtain information about organizational missions, functions, and work procedures.
  - 5. Ability to devise organizational structuring options for complex, diverse organizations.
  - 6. Ability to communicate effectively, both orally and in writing, to gain cooperation from others through tact, courtesy, and diplomacy.
  - 7. Ability to access or locate information through the use of a personal computer and software programs.
- 

**CLASSIFICATION CRITERIA:****Factor 1, Knowledge Required By The Position**

Level 1-7 1250 Points

- Knowledge and skill in applying analytical and evaluative methods and techniques to issues or studies concerning the efficiency and effectiveness of program operations.
- Knowledge of pertinent laws, regulations, policies, and precedents, which affect the use of program and related support resources in the area studied.
- Knowledge of the major issues, program goals and objectives, work processes and overall operations of the organization.
- Skill in adapting analytical techniques and evaluation criteria to the measurement and improvement of program effectiveness and/or organizational productivity.



-- Skill in developing new or modified work methods, organizational structures, management processes, and/or program administration procedures.

**Factor 2, Supervisory Controls**

Level 2-4 450 Points

The employee and supervisor develop a mutually acceptable project plan, which includes identification of the work to be done, the scope of the project, and deadlines for its completion. Within the parameters of the approved project plan, the employee is responsible for planning and organizing the study, and conducting all phases of the project. The employee informs the supervisor of potentially controversial findings, issues, or problems with widespread impact. Completed projects are reviewed by the supervisor for compatibility with organization goals, guidelines, and effectiveness in achieving intended objectives.

**Factor 3, Guidelines**

Level 3-4 450 Points

The guidelines consist of general administrative policies and management and organizational theories, which require considerable adaptation and/or interpretation for application to issues and problems studied. Guidelines do not go into detail as to the methods used to accomplish the project. Within the context of broad regulatory guidelines, the employee may refine or develop more specific guidelines.

**Factor 4, Complexity**

Level 4-5 325 Points

The work consists of projects and studies, which require analysis of interrelated issues of effectiveness, efficiency, and/or productivity of substantive mission-oriented programs. Assignments require developing detailed plans, goals and objectives for the long-range implementation and administration of the program and/or developing criteria for evaluating the effectiveness of the program. Decisions about how to proceed in planning, organizing, and conducting studies are complicated by conflicting program goals and objectives. Assignments are further complicated by the need to deal with subjective concepts such as value judgments. The quality and quantity of actions are measurable primarily in predictive terms, and the findings and conclusions are highly subjective and not readily susceptible to verification through replication of study methods or reevaluation of results. Options, recommendations, and conclusions developed by the employee take into account and give appropriate weight to uncertainties about the data and other variables, which affect long-range program performance.

**Factor 5, Scope and Effect**

Level 5-4 225 Points

The work involves establishing criteria to measure and/or predict the attainment of program or organizational goals and objectives, promulgating program guidance for application across organizational lines or in varied geographic locations, and/or evaluation of program effectiveness. The work contributes to the improvement of productivity, effectiveness, and efficiency in program operations and/or administrative support activities at different echelons and/or geographical locations within the organization; and affects the plans, goals, and effectiveness of missions and programs at these various echelons or locations.

**Factors 6, Personal Contacts**

Level 6-3 Points

The employee regularly meets with persons representing organizations or groups from outside the employing agency (e.g., consultants, contractors, business executives, etc.). Also, on an ad-hoc basis, the employee has contact with program officials several managerial levels above the employee.

CORE PERSONNEL DOCUMENT

Number:

Factor 7, Purpose of Contacts

Level 7-c

180 Points

The purpose is to influence managers or other officials to accept and implement findings and recommendations on organizational improvement or program effectiveness. May encounter resistance due to such issues as organizational conflict, competing objectives, or resource problems.

Factor 8, Physical Demands

Level 8-1

5 Points

Work is generally performed in an office setting. A moderate amount of walking and standing is required when attending meetings and conferences, and in visiting other offices and buildings.

Factor 9, Work Environment

Level 9-1

5 Points

Most work is performed in a properly heated and ventilated, air conditioned, and well-lighted office setting.

---

Other significant facts pertaining to this position are:

1. Work may occasionally require travel away from the normal duty station on military or commercial aircraft in the performance of temporary duty assignments.
  2. System Administrator for the electronic Joint Manpower and Personnel System (e-JMAPS).
  3. Employee may be required to support the Crisis Action Team (CAT) during exercises and/or contingencies. This may require the employee to work overtime or other than normal duty schedule.
  4. Overtime may be required during peak working periods.
- 

CLASSIFICATION SUMMARY:

CLASSIFICATION STANDARD (S) USED: OPM Position Classification Standard for Management and Program Analysis Series, GS-0343, TS-98 dated Aug 90; OPM Position Classification Standard for Administrative Analysis Grade Evaluation Guide, TS-98 dated Aug 90

GS-12 Point Range 2755 - 3150

Total Points: 2890

Grade: GS-12

CLASSIFICATION REMARKS: The Management and Program Analysis Series, GS-0343, does not contain grading criteria. This standard states that no supervisory positions at grade GS-09 and above be evaluated by reference to the Administrative Analysis Grade Evaluation Guide. The Administrative Analysis Grade Evaluation Guide (AAGEG) covers administrative work which does not require specialized subject matter know ledges and skills but does require a high degree of qualitative and/or quantitative analytical skills, the ability to research problems/issues, written and oral communication skills, and the application of mature judgment in problem solving. Work herein fits this definition. Therefore, the position was evaluated in accordance with work illustrations in the AAGEG.



# AIR FORCE CORE PERSONNEL DOCUMENT (CPD)

ORGANIZATION: USTRANSCOM/TCJ3      SPD NUMBER: 9S187  
SUPV LEVEL CODE: 2      COMP LEVEL CODE: B13A  
TARGET GRADE: 15      FLSA: Exempt  
JOB SHARE: N      CAREER PROG ID: NA  
SENSITIVITY: Critical Sensitive      BUS: 8888  
EMERGENCY ESS: Yes      DRUG TEST: No  
KEY POSITION: N      POSITION HIST: Replaces 9S41921

CLASSIFICATION: Supervisory Transportation Specialist, GS-301-15  
DUTY TITLE: Deputy Director for Programs and Readiness

ORG & FUNC CODE: PPY  
1ST SKILL CODE: 50% FKMCMW      Transportation Specialist/Cont War Plans  
2ND SKILL CODE: 25% ARN      Logistics Mgmt  
3RD SKILL CODE: 25% ARLPLN      Prog Analysis/Planning

CLASSIFIED BY:

\_\_\_\_\_/signed//Barb Toennies\_\_\_\_\_  
CLASSIFIER'S SIGNATURE

\_\_\_\_\_/6 Feb 06\_\_\_\_\_  
DATE

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

\_\_\_\_\_/signed//Paul J. Selva, Brig Gen, USAF\_\_\_\_\_  
SUPERVISOR'S SIGNATURE

\_\_\_\_\_/20 Jan 06\_\_\_\_\_  
DATE

## PERFORMANCE PLAN CERTIFICATION:

R a t e r / S u p v .				
D a t e				
R e v i e w e r				
D a t e				
E m p l o y e e *				
D a t e				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

**The primary purpose of this position:** To serve as Deputy Director for Programs and Readiness, Operations Directorate. To plan and direct the development and maintenance of support systems, training, and readiness programs to enable multi-modal operations supporting the end-to-end distribution process. Directs and prioritizes work effort across diverse organizations, functional elements, and processes, and provides consultation to improve effectiveness, resource efficiency, and resource savings for the Headquarters through subordinate supervisors.

**The organizational location of this position is:** United States Transportation Command Operations Directorate, Scott AFB IL.

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

**The organizational goals or objectives of this position are:** To develop and implement support systems, operational procedures, training programs, and readiness strategies that enable the Directorate, and thereby the Command, to effectively exercise command and control of mobility forces/assets within the Defense Transportation System and distribution pipeline.

---

**DUTY 1:**

Critical

**As Deputy Director oversees and supervises the applicable activities within the Directorate.** Develops, manages, and leads the formulation and execution of the Operations Directorate annual and forecasted budget. Develops goals and objectives that integrate organization exploration and exploitation technologies impacting distribution objectives. Establishes, revises, or reviews policies, procedures, mission objectives, and organization design for the staff, as necessary to eliminate work problems or barriers to mission accomplishment, promote team building, implement quality improvements, or in response to concerns with regulatory compliance and/or customer requirements. Formulates operational goals, plans, concept of operations, work plans dealing with the end-to-end distribution and supply chain management. Manages operational readiness reporting and contingency sourcing operational plans. Oversees the commands' portion of the Chairman's Joint Exercise Program, the Joint Training Program. Represents the command on Global Force Management Boards, assesses risk with to proposed changes in forces assignment, apportionment and allocation. Evaluates and reports on risk to the CJCS. Manages the global sourcing of all mobility capabilities. Plans work for accomplishment by subordinate divisions, sets and adjusts short-term priorities, and prepares schedules based on consideration of difficulty of requirements and assignments such that the experience, training, and abilities of the staff are effectively utilized to meet organization and customer needs. Provides subordinate supervisors and staff with direction and advice regarding policies, procedures, and guidelines. Reviews and structures organization to optimize use of resources and maximize efficiency and effectiveness of the organization. Balances workload and provides overall direction and vision to the subordinates on a wide range of joint mobility concepts and technological innovations which affect the end-to-end movement. Establishes metric and analysis system used to assess efficiency, effectiveness, and compliance with regulatory procedures. Evaluates requirements for additional resources submitted by subordinate supervisors, and balances organization needs with overall mission requirements and resource interests. Identifies need for change in organization priorities and takes action to implement such changes. Re-allocates internal budget and secures additional funds through a variety of sources in order to achieve Command priorities. Plans and schedules work in such a manner that promotes smooth flow and even distribution and ensures effective use of organization resources to achieve organization goals and objectives as well as installation customer needs. Establishes review systems for the organization that make certain government needs are met and validated, and that economy and quality of operations are maintained or improved. Accepts, amends, or rejects work of subordinate supervisors. Reviews work and management techniques of subordinate supervisors and is held accountable for actions taken and advice provided by staff of subordinate units. Makes decisions on work problems presented by subordinate supervisors. Directs self-assessment activities of subordinate supervisors. Reviews training recommended by subordinate supervisors to assure it is proper and promotes effective operation for the organization as a whole.

**STANDARDS:**

- A. Ensures that plans and priorities support the mission and result in successful and timely completion of work.
- B. Ensures that planning, organizing, and directing efforts comply with higher headquarters guidance and achieve organization and customer needs.
- C. Management of resources meet the needs of staff and customers adequately and effectively.
- D. Methods established to review actions of subordinate supervisors are effective and ensure legal and regulatory compliance issues and/or customer concerns are promptly identified and addressed.

**KSA:** 1, 2, 5, 6, 7, 8, 9

---

**DUTY 2:**

Critical

**As Deputy Director exercises supervisory personnel management responsibilities.** Directs, coordinates, and oversees work through subordinate supervisors. Advises staff regarding policies, procedures, and directives of higher level management or headquarters. Selects candidates for subordinate non-supervisory positions and recommends selections for subordinate supervisory positions taking into consideration skills and qualifications, mission requirements, and equal employment opportunity (EEO) and diversity objectives. Ensures reasonable equity among divisions of performance standards developed, modified, and/or interpreted and rating techniques developed by subordinate supervisors. Explains performance expectations to subordinate supervisors and employees directly supervised and provides regular feedback on strengths and weaknesses. Appraises performance of subordinate supervisors and other employees directly supervised and serves as reviewing official on evaluation of non-supervisory employees rated by subordinate supervisors. Serves as the senior civilian for the directorate and relays information to affected personnel. Approves expenses comparable to within grade increases, extensive overtime, and employee travel. Recommends awards for non-supervisory personnel and changes in position classification to higher level managers. Hears and resolves group grievances and employee complaints referred by subordinate supervisors and employees. Initiates action to correct performance or conduct problems of employees directly supervised and reviews and/or approves serious disciplinary actions (e.g. suspensions, removals) involving non-supervisory subordinates. Ensures documentation prepared to support actions is proper and complete. Reviews developmental needs of subordinate supervisors and non-supervisory employees and makes decisions on non-routine, costly or controversial training needs and/or requests for unit employees. Encourages self-development. Approves leave for subordinate supervisors and ensures adequate coverage in organization through peak workloads and traditional holiday vacation time. Demonstrates sensitivity to ideas of subordinates. Ensures actions taken directly as well as those by subordinate supervisors promote an environment in which employees are empowered to participate in and contribute to effective mission accomplishment. Discharges security responsibilities by ensuring education and compliance with security directives for employees with access to classified or sensitive material. Recognizes and takes appropriate action to correct situations posing a threat to the health or safety of subordinates. Applies EEO principles and requirements to all personnel management actions and decisions, and ensures all personnel are treated in a manner free of discrimination. Explains classification determinations to subordinate employees.

**STANDARDS:**

- A. Personnel management actions initiated are prompt, accurate, and well considered in terms of mission, legal, regulatory, and EEO objectives.
- B. Technical and administrative guidance provided to subordinates is timely and substantive, and promotes development of individual skills and abilities.
- C. Consistently observes and complies with health, safety, and security directives.

**KSA:** 2, 5, 6, 7, 8, 9

**DATE:**

**Page**

**DUTY 3:**

Critical

**Represents the organization with a variety of installation and functional area organizations.** Assess DOD needs regarding planning, readiness, and distribution capability. Represents USTRANSCOM at associated working groups, seminars, steering groups, meetings, and conferences held by the Distribution Process Owner, Joint Deployment Process Owner, National Defense Transportation Association (NDTA), Airlift Tanker Association, Council of Supply Chain Management Professionals, Distribution Functional Working Group, Defense Advance Research Project Agency (DARPA), DOD and other government agencies. Establishes, develops, and maintains effective working relationships. Meets with key customers and coordinating officials to assess customer satisfaction, explain organization policy and procedures, and resolve significant problems that arise. Ensures subordinates provide customer guidance and training. Serves as the command's interface with civilian industry and academic community to oversee evolving distribution supply chain management issues, developments and trends, and directs preparation of appropriate command-level positions and responses to industry, Congress, Joint Staff, other Combatant Commands, Service Headquarters, and the academic community. Serves as an operational authority and consultant to other logistics related organizations, both private and public. When representing USTRANSCOM, the employee is empowered to make commitments on behalf of USTRANSCOM within the scope of existing policy and delegated authority.

**STANDARDS:**

- A. Interactions with internal and external officials and/or customers are diplomatic, convincing, professional, and promote effective working relationships, and protect the interests of the Government.
- B. Recommendations are thoroughly researched and analyzed to ensure all issues are properly addressed.
- C. Ensures participation and outcomes of special projects result in a positive impact on the organization and/or improves quality.

**KSA: 1, 2, 3, 4, 5, 6, 7, 8, 9**

**DUTY 4:**

Critical

**Directs integration of efforts to capitalize information, infrastructure, lift, automated information systems/technology and other distribution-related requirements in national laboratories, universities, and federally funded research and development centers to refine and improve deployment and distribution strategies.** Envisions new operating environments and identifies the "to be" system concepts to ensure responsive, timely logistics support to the warfighter/customer. Pulses commercial, academic, foreign, and government sectors for new capability and analyses their impact on Service/warfighter power projection strategies and capabilities. Responsible for directing actions to monitor, analyze and respond to trends in the civil and DOD planning and logistics technology sectors. Orchestrates the efficient use of both internal and external distribution logistics technologies and concept issues and their impact on USTRANSCOM, the Transportation Component Commands (TCCs), other unified commands, the Services, and the Department of Defense. Monitors, analyzes, and develops practical national defense options for the use of intermodal capabilities based on trends in the civil sector and industrial base.

**STANDARDS:**

- A. Accurately assesses capacity of distribution pipeline and USTRANSCOM's operation of its military and civil sector elements.
- B. Effectively oversees the detailed and thorough analysis of developments and trends in the multi-modal logistics industry and their impact on command and control.

C. Effectively liaisons with an established and expanding network of private and public sector contacts throughout government, civilian industry and academic community to assess/address current and future logistics industry trends.

KSA: 1, 2, 3, 4, 5, 7, 8

---

**DUTY 5:**

Critical

**Responsible for establishing and coordinating USTRANSCOM positions and policies on matters affecting readiness, the worldwide force projection capability and the future concepts required to assure mission success.** Develops and maintains high level contacts with operational counterparts in the DOD, Federal agencies, civilian industry and the academic community. Ensures that these official contacts have the authority and responsibility to resolve problems. Negotiates significant or controversial issues to achieve a common understanding and satisfactory resolution. Develops courses of actions that shape/establish process enhancements in terms of program objectives and priorities, initiation and content, funding, and allocation of organization resources. Authority on distribution capability, global deployment capability, and alternative logistics processes. Orchestrates the efficient use of both internal and external capability to effectively satisfy operational requirements. Develops requirements based upon new or revised legislation considering aspects as the immediate, sequential and long-range effects, direct or indirect, of proposed actions on other government programs, the commercial logistics industry our national partners, allies, and on the public.

**STANDARDS:**

A. Accurately determine the impact of decisions on all aspects of distribution system and provide for the efficient use and control both military and civilian logistics resources and develop complete operational positions for senior leadership not only within USTRANSCOM but also throughout the DOD.

B. Accurately interprets and revises existing policy and regulatory guidance and, where necessary, develops program guidance for use by others within or outside USTRANSCOM.

C. Overseas the detailed and thorough analysis of developments and industry, assess its impact on planning, readiness, the distribution system and develop operational requirements and solutions to address identified concerns.

KSA: 1, 2, 3, 4, 5, 6, 8

---

**DUTY 6:**

Critical

**Develops operational process and technology requirements to address seamless origin to destination power projection emphasizing integration of joint automated systems, including the development of joint decision support tools.** Prioritizes programs to provide a seamless, real-time capability to access and employ distribution information. Directs support for operational distribution capabilities related to commercial or government technology, force structure, and force projection programs that are of significant interest to the public, the Congress, the DOD, and civilian industry which have a significant impact upon military preparedness of USTRANSCOM and its components. Evaluates distribution capability and issues for impact on USTRANSCOM's mission. Evaluates and recommends policies for integrating commercial intermodal systems requirements into the logistics pipeline. In addition, provides supervision, guidance and direction to the United States Transportation Command (USTRANSCOM) Flag Officer Roundtable. This Roundtable is established to be the single point of contact to OSD (PA&E) and Joint Staff. Establishes cross command integrated process teams, as needed, to resolve issues or improve processes affecting the development of advanced decision support tools for distribution. Stays abreast of all issues, including BRAC, outsourcing, privatization initiatives and business rule changes impacting command requirements. Monitors DOD, DARPA, Service and National Labs, and University initiatives to support the development of future power projection operational capabilities.

**STANDARDS:**

DATE:

Page



- A. With senior leadership develops major policy changes affecting strategic infrastructure capabilities, and logistics systems capability and capacity affecting USTRANSCOM or the civil sector.
- B. Provide leadership, direct, and ensure the coordination of USTRANSCOM's capability development efforts.
- C. Determine the impact of decisions on all modes of transportation and provides for the efficient use and control of both military and civilian transportation resources (to include associated Intermodal infrastructure) and develops complete operational positions for senior leadership.
- D. Serve as the command's point of contact for command and control, communication, and computer system requirements and prioritization of the Global Transportation Network, Global Command Support System, Single Mobility System, Operational Transformational Initiatives, operational elements supporting the Distribution Process Owner (DPO) Operational Vision. Represents DOD at various logistics, operational and transportation forums.

KSA: 1, 2, 3, 4, 5, 6, 8

---

#### **RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA):**

- 1. Expert knowledge of exploration and exploitation technologies, and tools to develop joint mobility requirements and training strategy, investigate, integrate and implement technological innovations, originate new ideas, projects, and methodologies; and to negotiate effectively with stakeholders to accept and implement recommendations.
  - 2. Expert knowledge in developing, adapting, modifying, and applying management principles and techniques to define, clarify and/or solve problems, and to negotiate and defend findings and alternative solutions for senior level management.
  - 3. Expert knowledge of a broad range of complex logistics, planning, readiness, and transportation policies, principles, concepts and methodology applicable to land, sea, and air transportation and its associated intermodal/infrastructure systems.
  - 4. Knowledge of Service and Joint Deployment Process Owner force projection goals and objectives, the sequence and timing of key operational milestones, and methods of technology enablers to evaluate and enhance the effectiveness of deployment, sustainment, redeployment and retrograde actions.
  - 5. Skill to resolve very broad, complex or sensitive problems while managing entire programs involving diverse organizations, multiple approving authorities and a variety of policies and controls.
  - 6. Ability to interpret and analyze existing policy and regulatory guidance and develop program guidance for use by others within and outside of USTRANSCOM.
  - 7. Ability to plan, organize, direct the functions, lead, motivate, mentor, and appraise the staff of the organization through subordinate supervisors to complete studies or projects within established financial and/or time constraints.
  - 8. Ability to communicate effectively with others, both orally and in writing to direct the work of others, present briefings, speeches, policy, doctrine, etc.
  - 9. Knowledge of safety and security regulations, and EEO practices, and procedures.
- 

#### **CLASSIFICATION CRITERIA:**

##### **Factor 1, Knowledge Required By The Position**

Expert knowledge of organizational mission's objectives, procedures, and regulatory framework of transportation management programs within which the DOD, other federal Agencies, commercial customers, and industry operate is necessary for technology, and when considering potential ramifications and integration issues prior to proposing policies/procedures that will have far reaching impact.

Broad knowledge of logistics, transportation management, joint planning and execution policies, concepts, principles, technologies, and methodologies applicable to air, land, and sea distribution to evaluate problems complicated by necessity to consider interaction of various modes of transportation and to provide accurate advice, information, and assistance to users.

Skill at resolving very broad, complex, sensitive problems while prioritizing requirements associated with DoD programs (GTN, SMS, JOPES, DPO Operational Vision, GCSS) involving diverse organizations, multiple approval authorities, and a variety of policies and controls that impact DOD transportation.

Expert skill in effective oral communication with all levels of personnel from the Office of the Secretary of Defense (OSD), Services, Defense Agencies, Joint Staff, Transportation Component Commands (TCCs), other combatant commands, the commercial transportation community, and the academic community to resolve problems, provide direction, chair meetings, and/or present briefings.

Highly skilled at analyzing, evaluating, correlating, advising, and acting on complex inter-Service and international technological support issues affecting distribution management and operations customers.

Expert knowledge of the Defense Transportation and distribution system, its capabilities, and how it integrates requirements, management, and operations.

## **Factor 2, Supervisory Controls**

The supervisor provides broad administrative and policy direction concerning overall project priorities and objectives. The employee is delegated responsibility and authority to plan, schedule, and execute major projects concerned with the exploration and exploitation of technologies impacting the distribution flow in both foreign and domestic private and public sectors and to analyze and evaluate applications of information, infrastructure, lift, and other technologies to enhance force projection capabilities. Having developed this functional level of expertise, the employee plans and carries out the work, resolving conflicts, integrating command efforts with outside agencies, ensures work is coordinated with other functions and programs as necessary, interprets policy and regulations in terms of established objectives and desired end state, and exercises discretion and judgment in determining whether to broaden or narrow the scope of projects, studies, and assessments. Recommendations are normally reviewed by senior executive level management for potential influence on broad command policy objectives and programs and are generally accepted without significant change.

## **Factor 3, Guidelines**

Guidelines regularly used in work consist mainly of basic policy statements concerning general transportation and traffic management issues or concerns. They require extensive interpretation to determine the extent and intention of the guidance. Guidelines may include reference to pertinent legislative history, court decisions, Comptroller General decisions, rulings of regulatory agencies, or state laws and local ordinances.

The employee uses judgment and initiative in interpreting and revising existing policy and regulatory guidance and may develop program guidance for use by others within or outside the employing organization. The employee establishes criteria for identifying technology developments related to in air, land, and sealift and for measuring organizational effectiveness in achieving technology goals and objectives. The employee reviews, analyzes, and determines how proposed legislation or regulations affect USTRANSCOM's distribution technology program or changes the way USTRANSCOM conducts business with the commercial industry. This position provides very wide latitude in interpreting policy and in proposing and coordinating new policy and procedures to support the DOD logistics management program.

## **Factor 4, Complexity**

As the functional expert, the work typically involves efforts to analyze future environment and requirements, assess future national interest and objectives, incorporate Service strategies and envision changes necessary to meet changing demand, postulate future partnerships not only within the commercial sector but also with our allies and exploit current and explore future information, infrastructure, lift, and other technologies to enhance distribution programs and systems. Employee uses broad knowledge regarding Services' vision and deployment sustainment processes, commercial sector capabilities, supported COCOM operational and theater engagement plans, legislative and regulatory restrictions, Federal Agency interests, etc. and their impact on logistics programs to bring together the appropriate subject matter experts from the academic community, commercial industry, DOD, and other government entities/agencies, to accomplish particularly complex, sensitive, and long-term studies/evaluations of technology initiatives to enhance global operations. The employee is responsible for defining shortfalls and ensuring technological and procedural solutions are developed to assure the effective, efficient, and economical performance of the DOD distribution pipeline. The employee also represents the organization on interagency and transportation-related public and private boards and committees to formulate and coordinate technology program requirements and regulations, develop criteria and methods for evaluating program accomplishments and trends, and make recommendations for changes.

**Factor 5, Scope and Effect**

The purpose of the work is to direct the analysis and evaluation of major administrative aspects of all information, infrastructure, and lift technologies and their ability to enhance our nation's Defense distribution ability to enhance global force projection capabilities in support of our national security objectives. The position studies the impact of the command's optimization and DOD's policy guidance on all transportation-related management issues and programs, and helps forge partnerships and define relationships with the commercial logistics industry (both foreign and domestic). Culmination of in-depth studies and investigations may require further analysis to resolve critical problems, additional evaluation of technology developments, and assessment of the impact on distribution. Provides staff guidance and direction to the TCCs and other DOD commands/Federal Agencies, and directs specialized policy and procedural guidelines that potentially impact all areas of logistics management. Study analyses/assessments shape warfighting COCOM operational plans and Service deployment and sustainment policies and procedures. Ongoing exploration and exploitation of available and future technologies are critical to enhancing not only DOD but other Federal Agencies supporting national/global interests.

**Factor 6, & 7 Personal Contacts**

Personal contacts include high level program and transportation officials in other Federal Agencies, Air Force, Army, Navy, Marine Corps, General Service Administration, Department of Transportation, OSD, top executives from commercial industry, Vice Presidents of major carriers, the National Defense Transportation Association (NDTA), etc., and representatives of foreign governments. Contacts vary according to the nature of the problem involved and require the employee to ensure that the officials contacted have the authority and responsibility to resolve problems.

The purpose of the contacts is to negotiate or settle significant or controversial issues or problems that require escalation because established channels and procedures have failed to resolve the problem. Persons contacted typically have diverse viewpoints, goals, or objectives. The employee is required to achieve a common understanding on the problem and a satisfactory solution by convincing the persons involved to arrive at a compromise or develop suitable alternatives.

**Factor 8, Physical Demands**

The work is primarily sedentary, but may require some walking, standing, bending, climbing stairs, and carrying and/or lifting of light items, such as books or papers. No special physical demands are required to perform the work.

**Factor 9, Work Environment**

The work is performed in a typical office setting, requiring the use of normal safety precautions necessary for an office environment. The work area is adequately lighted, heated, and ventilated.

**Other significant facts pertaining to this position are:**

1. Work requires considerable TDY and travel on regularly scheduled military or commercial aircraft.
2. Requires a Top Secret clearance.
3. Subject to conflict of interest laws and regulations. Must file a OGE-450, Confidential Financial Disclosure Report.
4. This position is designated as an Emergency-Essential (E-E) positions IAW AFI 36-507 and AFP 10-231. The incumbent of this position must meet all requirements of E-E positions and may be required as a condition of employment to take a series of vaccinations and annual boosters to immunize against anthrax and other diseases. In the event of a crisis situation, the incumbent must continue to perform the E-E duties of the position until relieved by proper authority. While deployed to an overseas location, the E-E duties require the incumbent to be issued and carry a firearm, operate a government vehicle during specific authorized situations, and to wear a gas mask. Incumbent must obtain and maintain firearms qualification. This position cannot be vacated during a national emergency or mobilization without seriously impairing the capability of the organization to function effectively. The incumbent might be required to take part in readiness exercises. This meets the criteria of an E-E position and requires the incumbent be removed from any military recall status and transferred to the Standby Reserves, if applicable. Incumbents of E-E positions must sign DD Form 2365, DoD Civilian Employees Overseas E-E Position Agreement. Passing pre-employment and post-employment physical exams is required.

LAUTENBERG AMENDMENT: This position is covered by the Domestic Violence Misdemeanor Amendment (30 Sep 96) of the Gun Control Act (Lautenberg Amendment) of 1968. An individual convicted of a qualifying crime of domestic violence may not perform the duties of this position.

---

**CLASSIFICATION SUMMARY:****CLASSIFICATION STANDARD(S) USED:**

OPM Position Classification Standard – General Schedule Supervisory Guide, TS-123, Apr 1993

**CLASSIFICATION REMARKS:**

The primary purpose of this position is to serve as a full deputy to the Director, Operations Directorate sharing in and assisting with respect to all phases of the organization's work. With the Director, the position is responsible for overseeing the complex, numerous, and varied day-to-day operations of support systems, training and readiness to support the end-to-end distribution process. The deputy is authorized to act on the Director's behalf, with the full authority and responsibility of the Director. The Director's position is authorized as an AF 08 on the joint manning document and is currently filled by an AF Brigadier General. In accordance with the General Schedule Supervisory Guide, "The grade of a full deputy to an SES or Executive Level position or other position which exceeds grade 15 is determined through the application of policies and criteria beyond the scope and coverage of this guide. However, a full deputy to such a position would normally not be graded below GS-15." General Officer positions are considered to exceed grade GS-15. As this position serves as a full deputy to the Director, the subject position is classified one grade lower than the BG position to which it reports, making the position appropriately classified as a GS-15.

Final Classification: Supervisory Transportation Specialist, GS-2101-15

---

AFPC Free Flow Format



**AIR FORCE CORE PERSONNEL DOCUMENT**

ORGANIZATION: USTRANSCOM/J5  
SUPV LEV CODE: 8  
TARGET GRADE: 12  
JOB SHARE: No  
SENSITIVITY: Critical-Sensitive  
EMERGENCY ESS: No  
KEY POSITION: No

CPD NUMBER: 9S42826  
COMP LEV CODE: 04XA  
FLSA: Exempt  
CAREER PROG ID: N/A  
BUS: 1036  
DRUG TEST: No  
POSITION HIST: Replaces 9S42099

CLASSIFICATION: Joint Transportation Program Analyst, GS-0301-12  
DUTY TITLE:

ORG & FUNC CODE: PPY - Plans and Programs

1ST SKILL CODE: 50% ARLPLN Program Analysis - Planning  
2ND SKILL CODE: 25% ARN Logistics Management  
3RD SKILL CODE: 25% FKM Transportation Specialist

CLASSIFIED BY:

Barb Toennies  
CLASSIFIER'S SIGNATURE  
23 Nov 05  
DATE

**SUPERVISOR'S CERTIFICATION:** I certify that this Core Personnel Document is an accurate statement of the major duties, knowledges, skills, and abilities, responsibilities, physical and performance requirements of this position and its organizational relationships. The position is necessary to carry out government functions for which I am responsible. This certification is made with the knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds and that false or misleading statements may constitute violations of such statutes or their implementing regulations.

David L. Dias  
SUPERVISOR'S SIGNATURE  
3 Nov 05  
DATE

**PERFORMANCE PLAN CERTIFICATION:**

<b>Rater/Supv.</b>				
<b>Date</b>				
<b>Reviewer</b>				
<b>Date</b>				
<b>Employee*</b>				
<b>Date</b>				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

---

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

**The primary purpose of this position is:** To coordinate the identification, validation and resolution of critical Defense Transportation System (DTS) and distribution capabilities. This position ensures that identified capabilities for both current and future warfighter/DTS customer support are consistently documented in both command products (strategic plan, briefs, point papers, Congressional testimony, etc.) and are appropriately identified for Department of Defense (DOD) senior leadership consideration and incorporation into other related DOD initiatives. In addition, this position supports management of future technology explorations and investments. Position orchestrates the command's interface with various Joint Staff-led Functional Capability Boards to ensure the successful integration of command initiatives/concerns within the Joint Capabilities Integration and Development (JCIDS) and Joint Requirements Oversight Council (JROC) processes.

**The organizational location of this position is:** U.S. Transportation Command; Strategy, Plans, Policy, and Programs Directorate; Programs and Analysis Division; Analysis, Simulation and Technology Branch; Scott AFB IL.

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

**The organizational goals or objectives of this position are:** To identify and validate transportation and distribution-related capabilities; ensure identified capabilities are clearly reflected in the USTRANSCOM Strategic Plan, Joint Strategic Planning System (JSPS) documents, and critical Department budgeting documents while marshalling financial support through associated DOD processes.

---

**DUTY 1:****Critical**

Serves as an authority on the identification, documentation and prioritization of capability issues impacting the Defense Transportation System with responsibility for formalizing requirements in a format that informs senior DOD leadership and Services to properly influence the Planning, Programming, Budgeting, and Execution (PPBE) and Acquisition processes. The incumbent is the focal point for converting strategic mobility capabilities, long-range programs, requirements, and priorities into an Integrated Priority List (IPL) submission that serves to inform DOD senior leadership and the Secretary of Defense's (SecDef's) Strategic Planning Guidance (SPG). Analyzes current fiscal year budget and the programming of the Future Years Development Program (FYDP) issues to ensure needs addressed in the IPL are being addressed within appropriate Program Objective Memorandum (POM). Conducts review process within command and components and performs comparative analysis/assessment of IPL requirements. Interfaces with other Combatant Commands in garnering support for inclusion of command priorities within their IPL input to SecDef. Also responsible for orchestrating the directorate's annual budget submission. Responsible for establishing and coordinating USTRANSCOM IPL position by developing a variety of correspondence and other documentation; i.e., formal letters, position papers, reports, staff studies, staff summary packages, briefings, charts, bullet background papers, etc., and providing executive management support.

**STANDARDS:**

- A. Effectively orchestrates and regularly coordinates USTRANSCOM efforts, not only within the command and assigned components but also within DOD, to ensure development and appropriate, timely documentation of capability requirements.
- B. Routinely liaises with the Joint Staff, Services, Defense Agencies, Combatant Commands, and Transportation Component Commands to garner support and/or understanding regarding current and future transportation and distribution capabilities.
- C. Routinely provides insightful and timely programmatic advice to the commander for inclusion in a variety of critical planning documents, conferences, reports, and studies. Routinely prepares and presents comprehensive oral presentations in assigned areas.

---

D. Typically ensures thorough and timely coordination of proposed courses of actions with all offices or activities having an interest in the area of assignment.

KSA: 1, 2, 3, 4, 5, 6, 7

---

**DUTY 2:****Critical**

Serves as the command's representative on the Force Application and Protection Functional Capabilities Boards (FCBs) and their associated working groups. Orchestrates command involvement in aforementioned processes to ensure organizational interests are appropriately vetted through these forums. The employee promotes interchange of information on capabilities and deficiencies in assigned area of specialization. Within the command, serves as the focal point for the development and coordination of joint capabilities within assigned FCB areas. Appraises joint warfighting capability areas and analyzes critical deficiencies and strengths. Analyzes problems created by the incompatibility of future programs and recommends corrective action/opportunities to improve joint warfighting capabilities. Analyzes current fiscal year budget and the programming of the Future Years Development Program (FYDP) issues to ensure command interests are being addressed by the assigned FCBs and monitors their resolution within established DOD processes. Programs involve such activities as validating key capabilities and challenging programming resolutions that do not support command identified needs. Prepares documentation and delivers oral presentations such as briefings, training sessions, consultations, and strategy sessions with other staff service functions and activities to secure cooperation, resolve controversial matters, and convey information relative to proposed changes in FCB programs. Responsible for establishing and coordinating USTRANSCOM position and policy by developing a variety of correspondence and other documentation; i.e., formal letters, position papers, reports, staff studies, staff summary packages, briefings, charts, bullet background papers, etc., and providing executive management support. Provides input and advice to employees within the USTRANSCOM headquarters staff, the transportation component commands, and counterpart officials within other Combatant Commands, the Services, the Joint Staff, FCB representatives, and other government agencies on a variety of critical planning documents, at conferences, strategy sessions, etc., which affect FCB issues.

**STANDARDS:**

- A. Routinely establishes and updates, in accordance with the FCB cycles, inputs to critical documents that address multi-year requirements for programmatic resolution.
- B. Documentation of planning and program development is consistently accurate, timely, and produces well thought out and developed proposals and conclusions, in most cases.
- C. Often provides complex support services as they pertain to FCB assigned programs or projects.
- D. Regularly coordinates actions with all organizations having input or being affected by proposed plans and programs.

KSA: 1, 2, 3, 4, 5, 6, 7

---

**DUTY 3:****Critical**

As member of the Science and Technology (S&T) team, (1) serves as the focal point for the maintenance of a Memorandum of Understanding (MOU) with the Defense Logistics Agency (DLA) for the management of the USTRANSCOM's research and development (R&D) effort within DLA's Program Objective Memorandum (POM), (2) assists in refining internal processes addressing the development and funding of technology research initiatives to enhance the performance and capabilities of the Defense Transportation and Distribution Systems, (3) serves as the focal point for the congressionally mandated Military Critical Technologies List (MCTL) Information Systems (IS) Working Group, (4) produces division-



---

managed future technology contract packages to ensure funding of Commander-approved initiatives and (5) assists in the solicitation of S&T proposals and project selection process leading to the development of annual and long-range technology plans. Provides input and advice to employees within the USTRANSCOM headquarters staff and the transportation component commands on research and development objectives/pursuits. Prepares documentation and delivers oral presentations, such as briefings, training sessions, consultations, and strategy sessions with other staff service functions and activities, to secure cooperation, resolve controversial matters, and convey information relative to proposed changes in the research and development program.

**STANDARDS:**

- A. Effectively liaison not only within headquarter's staff and assigned components but also with the Joint Staff, Services, DLA, IDA and industry to assess/address current and future transportation research requirements and garner support for materiel enhancements to DTS transportation-related issues.
- B. Orchestrates the management of staff efforts to ensure development and implementation of programmatic solutions to identified requirements.
- C. Routinely crafts, coordinates, and submits with prescribed timeliness point papers, executive summaries, etc., and develops and presents formal briefings. Composes papers and articles for conferences, meeting, etc., which are concise, accurate and target audience specific.
- D. Routinely provides insightful and timely programmatic advice for inclusion in a variety of critical planning documents, conferences, reports, etc. Routinely prepares and presents comprehensive oral presentations in assigned areas.
- E. Provides appropriate data to key officials at all levels of management to help achieve the most effective research and development program.

KSA: 1, 2, 3, 4, 5, 6, 7, 8

---

**DUTY 4:****Critical**

**Serves as the focal point for the development and documentation of materiel needs within DOD's capabilities generation process.** The employee promotes interchange of information on requirements, capabilities, deficiencies, and technology applications in the area of specialization. Within the command, serves as the focal point for the development and coordination of joint capabilities integration and development program. Orchestrates the command's participation in the Department's capabilities generation process. In this capacity, the employee screens all DOD generated requirements documents received via the Knowledge Management/Decision Support (KM/DS) systems for applicability, seeks applicable staff review of these documents, and consolidates inputs, resolving differences, prior to submitting command responses. Additionally, the incumbent provides advice/assistance in the preparation of associated documentation for command-sponsored programs within the KM/DS system. Ensures assessment of non-materiel solutions to proposed materiel requirements prior to submission of proposal. Provides command requirements interface with Joint Staff, Services, Defense Agencies, and Combatant Commands.

**STANDARDS:**

- A. Routinely accesses and identifies DOD's requirements generation system for taskings.
- B. Reviews all requirements documents, staffs those of interest with applicable command and/or component staffs, consolidates and submits responses (resolving any differences).

---

C. Serves as conduit for submission of command generated requirements documents, providing advice/assistance to the staff in the preparation of these documents ensuring quality assurance in format and content.

KSA: 1, 2, 4, 5, 6

---

#### **RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA):**

1. Knowledge of a wide range of qualitative and/or quantitative methods for the assessment and improvement of joint and multi-unified command level plans and programs for conducting major procurement reviews such as assessment of military requirements for defense acquisition programs.
  2. Expert knowledge of organizational missions, objectives, procedures and regulatory framework within which DOD, other federal agencies and industry operate.
  3. Knowledge of Joint Strategic Planning System (JSPS) and command program goals and objectives, the sequence and timing of key operational events and milestones, and methods of evaluating the effectiveness of planning actions related to actual events.
  4. Ability to establish and maintain effective working relationships not only with subordinate/parallel staff, but also with all levels of key management officials, the latter particularly requiring the exercise of tact, ingenuity and resourcefulness.
  5. Ability to plan, organize, direct and/or coordinate difficult and complex studies, projects and programs and to negotiate effectively with management to accept and implement recommendations, where proposals involve substantial resources, and require extensive changes in established concepts and procedures.
  6. Ability to communicate effectively both orally and in writing; negotiate complex issues; and maintain good working relationships.
  7. Demonstrated broad level of DTS expertise and ability to apply a high level of sound, independent judgment in the solution of problems impacting assigned areas of responsibility.
  8. Provide expert technical advice, guidance and recommendations to management and other technical specialists on the interrelationships of multiple technology disciplines and the application of emerging technologies to command business processes.
- 

#### **CLASSIFICATION CRITERIA:**

##### **Factor 1, Knowledge Required By The Position**

Level 1-7

1250 Points

Knowledge to develop and coordinate the command's interface/interaction with the JCIDS generation process to include the production and staffing of Mission Area Initial Capabilities Document (ICD); Capabilities Development Document (CDD); Capabilities Production Document (CPD); and the Doctrine, Organization, Training, Materiel, Leadership, Personnel, and Facilities (DOTMLPF) Change Recommendation (DCR) packages.

Knowledge of and skill in applying analytical and evaluative methods and techniques to issues or studies concerning command plans and programs for participating in or conducting major procurement reviews such as assessment of military requirements for defense acquisition programs.

---

Knowledge and skill in order to plan, coordinate, and implement the Functional Capabilities Board (FCB) Joint Capability Board (JCB) processes, challenging and validating key capabilities; developing and coordinating the command's position on issues being addressed by the Force Application and Protection FCB/JCB organizations.

Ability to advise on the Integrated Priority List (IPL) capability requirements and their prioritization; programmatic advice; and, conformance of Service Program Objective Memorandums (POMs) to command established priorities/needs.

Knowledge of military command structure, missions, programs, and organizational relationships and program goals and objectives, the sequence and timing of key operational and programming events and milestones, and methods for evaluating the effectiveness of actions as related to actual events.

Knowledge of the various command organizations involved in overall planning and execution of FCB/JWCA operations and evaluations.

Ability to plan and manage large difficult projects involving many participants, where technical unknowns prevail and high levels of resources are involved, and to coordinate and review complex technical work.

Familiarity with the principles, policies and regulations of the budget, materiel acquisition, and contracting processes, associated documentation, and their interrelationships in order to plan and direct technology development.

Ability to independently plan, organize, and develop comprehensive studies, or projects, develop solutions to broad, important, and severe command operational and contingency areas, and the ability to negotiate effectively with management to accept and implement recommendations, where the proposals involved substantial resources, and require extensive changes in established concepts and procedures.

Ability to communicate effectively, both orally and in writing, with all levels of personnel from Transportation Component Commands, combatant commands, industry, and others to resolve problems, provides direction, participate in meetings, and/or prepare briefs. Must have a high degree of ingenuity, initiative, resourcefulness, judgment, diplomacy, and tact while acting on complex issues with outside agencies.

**Factor 2, Supervisory Controls**

Level 2-4 450 Points

Performs work for the supervisor who provides administrative direction, in regards to assignments in terms of broad defined missions or functions. The employee, having developed expertise in the assignment, independently plans, designs and carries out all aspects of the program, projects, study, or work, estimating costs and funding, coordinating with others and resolving problems incurred. This frequently involves the definitive interpretation of regulations, and developing new command direction/priorities within the IPL, FCB, JCIDS and future technology program areas. The employee defines program objectives and direction and has the authority to plan, schedule and pursue major initiatives, expand their scope, and assign primary office of responsibility, to enhance program effectiveness. The employee informs the supervisor about the progress, potentially controversial matters, or far-reaching implications. Results of work performed are considered technically authoritative and normally accepted without significant change. Staff and line management officials whose programs would be affected by implementation of the recommendations normally review analysis, evaluations, and recommendations developed by or under the auspice of this position outside the employee's immediate office to ensure fulfillment of program objectives and/or the contribution of proposed technological solutions to the improvement of the transportation and distribution systems.

**Factor 3, Guidelines**

Level 3-4 450 Points

Guidelines include Public Law, rulings of regulatory agencies, DOD instructions, joint directives and publications, multi-service and service regulations, and command regulations and guidelines. Guidelines are often broadly stated in

---

nonspecifics and provide a general outline of the program goals and objectives, but they do not detail the methods used to perform or complete work assignments. The employee uses judgment and ingenuity in interpreting the intent of guides and revising existing policy/formulating new policy and/or developing work applications for use by others. Frequently the employee is recognized as a technical authority in the development and interpretation of guidelines. Using knowledge and expertise, the incumbent must also review, analyze and ascertain policy shortfalls and propose/effect changes and develop guidelines to affect program change and enhance performance.

**Factor 4, Complexity**

Level 4-5

325 Points

The purpose of the work is threefold: (1) orchestrate the development of a prioritized list of command capability needs that serve as the Commander's input to DOD senior management regarding critical warfighting needs, (2) ensure command interests are being pursued through assigned FCB processes and (3) translate future technology research solutions into enhanced DTS operations. The work consists of substantial analysis of IPL, FCB, JCIDS and S&T policies, procedures and operations. The employee must consider the numerous interrelationships and variables to develop new approaches to improve the effectiveness and efficiency of joint warfighting capabilities. Develops guidance and agreements addressing administration and management issues related to the exploration/exploitation and infusion of technology enhancements into the nation's transportation and distribution systems. Requires thorough knowledge of the department's capabilities-based processes and science and technology programs, combined with a network of contacts within OSD, the Joint Staff, the Defense Logistics Agency, and various DOD elements of the S&T community. The employee advises FCB panel members on USTRANSCOM requirements. Typical assignments involve such activities as developing, planning, coordinating, and implementing the FCB process, challenging and validating key requirements, as well as developing and coordinating the command's support for the Department's JCIDS process. Actions are complicated by the difficulty in determining the scope of problem/shortfall because of such factors as multiple authorities, policies and governing regulations; the impact of cost on programmed resources; and wide dispersion/diversity of associated organizations and activities.

**Factor 5, Scope and Effect**

Level 5-4

225 Points

The purpose of the work is to assess the productivity, effectiveness, and efficiency of the IPL, FCB, JCIDS and future technology programs; isolating and defining unknown conditions; and analyzing and resolving critical problems. The work involves identifying capabilities and developing resolutions that enhance the DTS and affect the accomplishment of joint warfighting capabilities. The work contributes to the improvement of productivity, effectiveness, and efficiency of the DTS and affects the plans, goals, and effectiveness of USTRANSCOM's intercommand cooperation in peace and war.

**Factor 6 & 7, Personal Contacts**

Level 6/7-3c

180 Points

Contacts are with employees within the USTRANSCOM Headquarters staff; counterpart officials in the Department of Defense, FCB representatives at Joint Staff; the staff of other unified commands; transportation component commands (Air Force, Army, and Navy) staff; other command staff offices; DLA; ONR; other non-DOD government agencies; industry; and contractors in moderately unstructured settings. Contacts are made with officials or organizational representatives several levels above the incumbent when presenting plans, programs briefings, discussions, technology proposals, etc.

The purpose of contacts is to analyze, develop, and evaluate detailed plans, goals, and objectives for long-range implementation of needs addressed through the IPL, FCB, JCIDS and future technology research and development processes. This requires the employee to garner support and/or resolve conflicts by influencing managers and other officials to accept and implement findings, proposals, or solutions. The employee may encounter resistance due to such issues as organizational conflict, competing objectives, or resource problems.

**Factor 8, Physical Demands**

Level 8-1

5 Points

The work is primarily sedentary, such as sitting comfortably. There may be some walking, standing, bending, and carrying of light items.

**Factor 9, Work Environment**

Level 9-1 5 Points

The work is performed in a properly heated and ventilated, air conditioned, and well-lighted office setting.

---

**Other significant facts pertaining to this position are:**

1. May travel by military or commercial air to conferences, meetings, or other functions away from the duty site.
2. FCB/JWCA expertise is critical to the successful completion of the work.
3. Expertise in developing budgets, strong familiarization with acquisition process, and firm understanding of the JSPS system is critical to the successful completion of work.
4. Broad understanding of the DTS, the deployment and sustainment processes, and the role of industry is critical to successful completion of the work.

---

**CLASSIFICATION SUMMARY:** CLASSIFICATION STANDARD(S) USED: U.S. OPM Position Classification Standard for Management and Program Analysis Series, GS-343, TS-98, August 1990; and U.S. OPM Administrative Analysis Grade Evaluation Guide, TS-98, August 1990. OPM Handbook of Occupational groups and series, Sep 93, Definitions for Transportation Specialist Series, GS-2101. OPM PCS, Traffic Management Series, GS-2130, TS-106, Jul 91. OPM PCS Logistics Management Series, GS-0346. Point values assigned as follows: FL 1-7/1250 points; FL 2-4/450 points; FL 3-4/450 points; FL 4-5/325 points; FL 5-4/225 points; FL 6/7-3c/180 points; FL 8-1/5 points; FL 9-1/5 points.

GS-12 Point Range: 2755 - 3150

Total Points: 2890

Grade: GS- 12

**CLASSIFICATION REMARKS:**



ORGANIZATION: TCJ6-IM

SCPD NUMBER: 9598154

TARGET GRADE: ~~14-40-02~~COMP LEVEL CODE: ~~1400~~

DRUG TEST: No

FLSA: Exempt

SENSITIVITY: Noncritical-Sensitive

CAREER FIELD ID: N/A

EMERGENCY ESS: No

CENTRALLY MANAGED TYPE:

BUS: 8888

KEY POSITION: No

POSITION HIST: New

CLASSIFICATION: Supervisory Program Analyst, ~~GS-0343-14~~ *YC 343-02* *cas 10-1-04*

DUTY TITLE: Chief, IT Policy and Investment Management Branch

## ORG &amp; FUNC CODE:

1ST SKILL CODE:	40%	ARLPLN	Program Analysis/Planning
2ND SKILL CODE:	35%	ARLPRG	Program Analysis/Programming
3RD SKILL CODE:	25%	ARLDTS	Program Analysis/Data Systems

DEVELOPED AND CLASSIFIED BY THE AIR FORCE SCPD LIBRARY, 5/10/00

CLASSIFICATION CERTIFICATION: SCPD adequately and accurately reflects the local work situation to meet classification, staffing, and performance management purposes.

CLASSIFIER'S SIGNATURE

DATE

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

SUPERVISOR'S SIGNATURE

DATE

## PERFORMANCE PLAN CERTIFICATION:

Rater/Supv.				
Date				
Reviewer				
Date				
Employee*				
Date				

disagreement.

NSPS-

LAW DOD 1400.25M (4-28-06):

Employee's performance plan in this PD is superseded by NSPS guidelines, and is documented on DOD form 2906

BUS CODE: Position is excluded from the bargaining unit IAW Chapter 71 - supervisory

*Dr 7-31-06*

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

The primary purpose of this position is: To serve as a first level supervisor, providing planning, directing, organizing, and exercising control over nonsupervisory employees assigned to the IT Policy & Investment Management Branch.

The organizational location of this position is: USTRANSCOM, Command, Control, Communications and Computer systems Directorate, Deputy Director of Distribution Portfolio Management, IT Policy & Distribution Portfolio Management (DPfM) Division, IT Policy & Investment Management Branch, Scott AFB, IL.

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

The organizational goals or objectives of this position are: to serve as a first level supervisor over employees of the IT Policy & Distribution Portfolio Management (DPfM) Division.

**DUTY 1:**

Critical

Plans, organizes, and directs the activities of the IT Policy & Investment Management Branch, ensuring that the branch complies with legal and regulatory requirements and meets customer needs. Develops goals and objectives that integrate IT policy and investment management objectives. Plans and schedules work in a manner that promotes a smooth flow and even distribution. Coordinates plans and schedules with other organization managers and customers as appropriate. Identifies need for changes in priorities and takes action to implement such changes. Plans work to be accomplished by subordinates, sets and adjusts short-term priorities, and prepares schedules. Assigns work to subordinate employees based on organization priorities and consideration of difficulty and requirements of assignments such that the experience, training, and abilities of staff are effectively utilized to meet organization and customer needs. Balances workload and provides advice, guidance, and direction on a wide range of (functional area) and administrative issues. Structures assignments to create effective and economical positions. Coordinates with other organization managers and customers as appropriate. Reviews organization mission, functions, and manning. Identifies requirements and initiates requests for additional resources including personnel, overtime, equipment, supplies, and space to ensure success in meeting goals and objectives. Provides advice to supervisor of significant issues and problems related to work accomplishment. Establishes metrics and analysis systems to ensure actions are timely and reviewed at critical points. Accepts, amends, or rejects work presented by subordinates. Performs self-inspection and presents detailed and comprehensive report with any corrective action taken to supervisor. Follows-up to ensure complete and quality resolution of discrepancies. Assesses and revises policies and procedures as needed to find ways to improve quality, timeliness, and efficiency of work.

**STANDARDS:**

- A. Planning, organizing, and directing efforts typically comply with higher headquarters guidance and achieve organization and customer needs.
- B. Management of resources normally meets the needs of the staff and customers adequately and effectively.
- C. Methods established to review actions are usually effective and ensure legal and regulatory compliance issues and/or customer concerns are promptly identified and addressed.

**KSA: 1, 2, 3, 4****DUTY 2:**

Critical

Exercises supervisory personnel management responsibilities. Advises and provides counsel to employees regarding policies, procedures, and directives of management. Selects or recommends selection of candidates for vacancies, promotions, details, and reassignments in consideration of skills and qualifications, mission requirements, and EEO

DATE: 5/10/00

Page 2



and diversity objectives. Develops, modifies, and/or interprets performance standards. Explains performance expectations to employees and provides regular feedback on strengths and weaknesses. Holds employees responsible for satisfactory completion of work assignments. Appraises subordinate workers performance ensuring consistency and equity in rating techniques. Recommends awards when appropriate and approves within-grade increases. Hears and resolves employee complaints and refers serious unresolved complaints to higher level management. Initiates action to correct performance or conduct problems. Effects minor disciplinary measures such as warnings and reprimands and recommends action in more serious disciplinary matters. Prepares documentation to support actions taken. Identifies employee developmental needs and provides or arranges for training (formal and on-the-job) to maintain and improve job performance. Encourages self-development. Approves master leave schedule assuring adequate coverage for peak workloads and traditional holiday vacation time. Demonstrates sensitivity to ideas of subordinates. Promotes an environment in which employees are empowered to participate in and contribute to effective mission accomplishment. Discharges security responsibilities by ensuring education and compliance with security directives for employees with access to classified or sensitive material. Recognizes and takes action to correct situations posing a threat to the health or safety of subordinates. Applies EEO principles and requirements to all personnel management actions and decisions, and ensures all personnel are treated in a manner free of discrimination. Periodically reviews position descriptions to ensure accuracy, and the most effective utilization of personnel resources. Explains classification determinations to subordinate employees.

**STANDARDS:**

- A. Personnel management initiated are typically prompt, accurate, and well considered in terms of mission, legal, regulatory, and EEO objectives.
- B. Consistently observes and complies with health, safety, and security directives.
- C. Ordinarily recognizes and arranges for training of subordinates in a timely manner.

KSA: 1, 2, 3, 4

**DUTY 3:**

Critical

Represents the IT Policy & Investment Management Branch with a variety of USTRANSCOM managers and Defense logistics community counterparts. Establishes, develops, and maintains effective working relationships with representatives of USTRANSCOM, Office of Secretary of Defense (Logistics), Joint Staff, Combatant Commands, Services, component commands and commercial industry partners. Meets with key customer and coordinating officials to assess customer satisfaction, explain organization policy and procedures, and resolve problems that arise. Provides or ensures that subordinates provide customer guidance and training. Participates in special projects and initiatives and performs special assignments. Identifies the need for special projects and initiates milestones and goals. Evaluates reports by analyzing facts and performing appropriate research and prepares detailed responses. Determines appropriate recommendations for unresolved or questionable problems and performs follow-up. Researches and determines or recommends appropriate actions or interpretation of issues that impact organization, installation, command, or agency.

**STANDARDS:**

- A. Interactions with internal and external officials and/or customers are usually diplomatic, convincing, professional, and promote effective working relationships.
- B. Recommendations are almost always thoroughly researched and analyzed to ensure all issues are properly addressed.
- C. Typically ensures participation and outcomes of special projects result in positive impact on the organization and/or improves quality.

KSA: 1, 4, 6

**DUTY 4:**

% Critical

Serves as expert IT investment analyst, researches and analyzes Joint Staff, Office of Secretary of Defense, Transportation Component Commands, Combatant Commands, Services and Agencies policies and investment management strategies to identify opportunities for improving the management of USTRANSCOM and Defense Distribution systems. Manages and oversees the USTRANSCOM CIO Program Review Process. Modifies regulatory guidance to support improvements in processes and procedures. Evaluates new strategies for use by the DOD community. Resolves very complex and/or sensitive IT policy and investment management problems and implementation of new developments and/or innovative approaches.

**STANDARDS:**

- A. Regularly researches and analyzes IT policy, public law, rules and other regulatory documents for purpose of establishing new improved DOD policy and procedures. Ensures the DOD regulatory guidance is modified to support improvements in processes and procedures.
- B. Frequently performs research and studies that are incorporated into program directives that identify areas of improvements or cover new and innovative approaches, technologies, and methods for evaluating the effectiveness of managing IT policy and investment management programs and services.
- C. Normally provides advice on effectively establishing and maintaining IT policy and investment management environment to successfully support command missions under rapid deployment conditions during peacetime and wartime.

**KSA: 1, 2, 3, 4****DUTY 5:**

% Critical

Represents USTRANSCOM on interagency boards and committees to formulate and coordinate IT investment strategies, transition plans and implementation plans. Develops criteria and methods, evaluates program accomplishments and trends, and recommends changes in development of IT policy and investment management branch structures. Works in concert with Distribution Portfolio Manager and interacts directly with Office of Secretary of Defense Investment Review Board to accomplish required certifications and respond to investment directives as required.

**STANDARDS:**

- A. Normally represents USTRANSCOM on interagency boards and committees to formulate and coordinate IT investment strategies and transition plans.
- B. Consistently and accurately responds to Office of Secretary of Defense Investment Review Board requests.
- C. Typically ensures USTRANSCOM Investment Review Board members and Distribution Portfolio Manager are advised and prepared for investment review meetings.

**KSA: 1, 5, 6****RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA):**

1. Knowledge of the IT investment principles, policies, and practices of the substantive nature of the command mission, functions, programs and activities; policies, goals and objectives, management principles and processes.
2. Knowledge of safety and security regulations, practices, and procedures.
3. Ability to plan, organize, and direct the functions and staff of a small to medium sized organization.
4. Ability to communicate effectively, both orally and in writing.

DATE: 5/10/00

5. Knowledge of a wide range of qualitative and/or quantitative IT investment methods for the assessment and improvement of joint IT transition plans, programs and strategic initiatives.
6. Ability to plan, organize, and lead others in studies or projects and to negotiate effectively with management to accept and implement recommendations, where proposals involve substantial resources, and require extensive changes in established concepts and procedures.

**SUPERVISORY CONTROLS:**

Works under the general supervision of the Chief, IT Policy & Distribution Portfolio Management (DPfM) Division. The employee independently plans, organizes, and directs the work of the IT Policy & Investment Management Branch to achieve goals and objectives and ensure compliance with legal and regulatory requirements. Work is reviewed in terms of overall mission support and attainment of organizational and Department goals.

**CLASSIFICATION CRITERIA:****Factor 1, Program Scope and Effect**

Level 1-3 550 Points

The purpose of the organization's work is to provide command and/or DOD advice on all IT policy & investment management issues involving the logistics and distribution environment. Work will involve global outlook and require working relations with multiple interagency members including Joint Staff, Office of the Secretary of Defense, Combatant Commands, Services and Agencies. In-depth reviews, data collection and storage are directed/conducted to provide a framework supporting a vast range of operational and/or information technology analysis, investments and problem solving.

**Factor 2, Organizational Setting**

Level 2-2 250 Points

The employee is accountable to the IT Policy & Distribution Portfolio Management (DPfM) Division Chief that is one reporting level below the first SES or general officer, equivalent in the direct supervisory chain.

**Factor 3, Supervisory and Managerial Authority Exercised**

Level 3-2c 450 Points

The incumbent plans and schedules work to be accomplished by subordinates, sets and adjusts short-term priorities; assigns work in consideration of employee skills and mission requirements; develops performance standards and rates subordinates' performance; advises employees on work and administrative matters; implements methods and procedures to improve organizational performance; and identifies and provides for employee training and development. The employee also recommends selection of candidates for positions; recommends position structure changes; takes disciplinary actions and hears and resolves formal employee complaints and grievances as delegated by higher level management; and assesses and revises policies and procedures as needed to find ways to improve quality, timeliness, and efficiency of work.

**Factor 4, Personal Contacts****Subfactor 4A- Nature of Contacts**

Level 4A-3 75 Points

Provides advice and technical guidance to senior management officials at USTRANSCOM and the TCCs, the Unified commands, the Military Services, OSD, the Joint Staff, Defense Agencies, and other federal agencies as required.

**Subfactor 4B- Purpose of Contacts**

Level 4B-3 100 Points

The purpose of these contacts is to influence experts and senior management officials regarding approval and implementation of recommends dealing with changes driven by the IT policies and investment management initiatives to improve both the efficiency and effectiveness of the logistics and distribution environment.

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

Level 5-8 1030 Points

The position is responsible for providing direction and supervision over work at the GS-13 level which best characterizes the nature of the basic, mission oriented, nonsupervisory work performed in the organization and which constitutes 25 percent or more of the workload of the organization.

**Factor 6, Other Conditions**

Level 6-5

1225 Points

The work supervised or overseen involves program analysis and complex IT specialist work that requires consideration of the numerous IT policies and investment management strategies and their affect in order to develop new concepts and approaches for resolution of persistent, widespread, or critical logistics and distribution requirements. The work involves developing innovative solutions and implementing supporting analysis, procedures and methodologies to enhance logistics and distribution services. Extensive review and evaluations of existing and proposed processes is necessary and requires staff members to interpret broad guidelines and use sound judgment when recommending actions.

**Special Situations:** None

---

**Other significant facts pertaining to this position are:**

1. Work may occasionally require travel away from the normal duty station on military or commercial aircraft.
- 

**CLASSIFICATION SUMMARY:**

CLASSIFICATION STANDARD(S) USED: US OPM PCS for General Schedule Supervisory Guide, TS-123, April 1993, revised in April 1998; and DOD Supplementary Guide to the GSSG, June 1993 (HRCD-7, July 1999).

GS-14 Point Range: 3605-4050

Total Points: 3680

Grade: GS-14

**CLASSIFICATION REMARKS:**

**NOTE(S) TO USERS:**

---

AFPC Free Flow Format




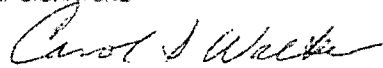
NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) POSITION DESCRIPTION																										
POSITION AND HIRING INFORMATION																										
1. POSITION NUMBER <b>9S43058</b>		2. POSITION TITLE <b>Program Analyst</b>			3. OCCUPATIONAL CODE <b>0343</b>																					
4. ORGANIZATIONAL TITLE <b>Senior Program Execution Advisor</b>		5. CAREER GROUP <b>Standard</b>	6. PAY SCHEDULE <b>YA</b>	7. PAY BAND <b>03</b>	8. TARGET PAY BAND <b>03</b>	9. OPM FUNCTIONAL CODE <b>NA</b>																				
10. DRUG TEST <b>YES <input checked="" type="checkbox"/> NO</b>	11. BUS CODE <b>8888-5USC CH 7112(b)(1)</b>	12. FAIR LABOR STANDARDS ACT <b>___ N ___ X ___ E 5 CFR 551.206</b>			13. DOD SUPERVISORY STATUS & AF SL <b>DOD 5/AF 5</b>																					
14. KEY/EMERGENCY ESSENTIAL <b>NA</b>	15. MOBILIZATION INDICATOR <b>C - Position required in mobilization and peacetime</b>		16. ENVIRONMENTAL/HAZARD DIFFERENTIAL <b>No</b>		17. CERTIFICATION REQUIRED <b>___ YES ___ X ___ NO</b>																					
18. POSITIVE EDUCATION REQUIREMENTS <b>___ YES ___ X ___ NO</b>		19. LANGUAGE REQUIRED <b>___ YES ___ X ___ NO</b>		20. LANGUAGE IDENTIFIER <b>NA</b>																						
21. FINANCIAL STATEMENTS REQUIRED <b>X YES ___ NO</b>		22. POSITION SENSITIVITY <b>Critical Sensitive</b>		23. PAY POOL IDENTIFIER		24. LAUTENBERG/SMITH AMENDMENT <b>___ YES ___ X ___ NO</b>																				
<b>25. DUTIES</b> Serves as subject matter expert program execution advisor to the Command. Control, Communications, and Computer Systems (C4S) Directorate reporting directly to the Deputy Director C4S (J6D) USTRANSCOM. Provides comprehensive analysis, technical guidance, and direction to the staff on establishing standards and evaluating program execution, resource/cost allocation and management, and deliverables for C4 systems for which USTRANSCOM is responsible, to include fixed (garrison) and combat (deployed) assets, space or terrestrial assets, APD or telecommunications assets, and government owned or leased assets for compliance. Develops long range program execution goals and objectives that govern the execution across the Distribution Portfolio Management (DPIM) and C4 systems with current and ongoing transportation, deployment, and in transit visibility operational capabilities. Makes critically important program execution analysis decisions that affect long range courses of action. The USTRANSCOM program execution improves the delivery of capabilities to other COCOMs and provides Joint Staff integrated visibility into program execution. Formulates execution and resource allocation policies to improve program oversight for all aspects of the DPIM, C4 systems, and networks. Serves as the senior official responsible to the Directorate for program execution oversight and reporting. Analyzes existing distribution programs and initiatives in accordance with DOD IT portfolio management processes to assist in decision making. Identifies DOD-wide resource requirements for the optimal mix of IT investments necessary to achieve goals for proposed process changes. Evaluates new initiatives and recommends DPIM and C4 portfolio projects to achieve desired goals. Monitors initiatives to ensure that the projects are on track with cost, schedule, performance, and risk baselines. The outcome of all these efforts is controlled development of future information technology, starting at requirements generation and ending at systems replacement. Monitors the portfolio management process and acts as the CIO program execution advisor for the Chief Information Officer Program Review Process. Ensures optimal allocation and information technology funds and ensures that potential redundancies, overlaps and gaps in capability are addressed in the program baseline and budget submissions. Ensures that the pertinent analysis and assessments are accomplished prior to the Board, Panel and Council, addressing technical issues, viability and sustaining the system, and mission capability. Represents USTRANSCOM at program execution related conferences, symposiums, and working groups spanning other COCOMs, Components, OSD, academia, and defense industrial base companies.																										
<b>26. POSITION'S ORGANIZATION</b> <b>USTC/TCJ6</b>																										
<b>27. POSITION OCCUPIED</b>  <b>Competitive</b>			<b>28. a. DUTY STATION (City - County - State Or Overseas Location)</b> <b>Scott AFB, Belleville, St Clair County, IL</b> <b>b. GEOGRAPHICAL LOCATION CODE</b> <b>177835163</b>																							
<b>29. Core Competencies</b> <b>Air Force Skill Codes:</b> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="text-align: center;">Percentage</th> <th style="text-align: center;">Skill Code</th> <th style="text-align: center;">Shred</th> <th style="text-align: center;">Subshred</th> <th style="text-align: center;">Literal Translation</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">40%</td> <td style="text-align: center;">ARL</td> <td style="text-align: center;">PLN</td> <td></td> <td style="text-align: center;">Program Analyst/Planning</td> </tr> <tr> <td style="text-align: center;">35%</td> <td style="text-align: center;">ARL</td> <td style="text-align: center;">PRG</td> <td></td> <td style="text-align: center;">Program Analyst/Programming</td> </tr> <tr> <td style="text-align: center;">25%</td> <td style="text-align: center;">ARL</td> <td style="text-align: center;">DTS</td> <td></td> <td style="text-align: center;">Program Analyst/Data Systems</td> </tr> </tbody> </table>							Percentage	Skill Code	Shred	Subshred	Literal Translation	40%	ARL	PLN		Program Analyst/Planning	35%	ARL	PRG		Program Analyst/Programming	25%	ARL	DTS		Program Analyst/Data Systems
Percentage	Skill Code	Shred	Subshred	Literal Translation																						
40%	ARL	PLN		Program Analyst/Planning																						
35%	ARL	PRG		Program Analyst/Programming																						
25%	ARL	DTS		Program Analyst/Data Systems																						

DD FORM 2918, Jul 2006

Air Force Automated Form - Jul 2006

PD Number: 9S43058

# NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) POSITION DESCRIPTION

<b>30. COMPONENT INFORMATION</b>				
<b>A. STANDARD OCCUPATION CODE (SOC)</b>		<b>B. NATIONAL GUARD BUREAU</b>		<b>C. AIR/ARMY RESERVE TECHNICIAN</b>
		DUAL STATUS    NON-DUAL STATUS		YES    NO
<b>D. AF SPEC CODE MIL OCCUPATIONAL SPEC</b>	<b>E. ROLE</b> LEAVE BLANK	<b>F. SPECIALTY</b> LEAVE BLANK		<b>G. SCOPE AND IMPACT</b> LEAVE BLANK
<b>H. ORGANIZATIONAL ENVIRONMENT</b>  USTRANSCOM	<b>I. CAREER FIELD/ COMMUNITY</b>	<b>J. RESERVED FOR COMPONENT USE</b>		<b>31. PPP OPTION CODE</b>
<b>32. SKILLS INFORMATION</b> 1. Mastery of knowledge of IT investment principles, policies, and practices necessary for the implementation of Distribution Portfolio programs and methodologies for delivering IT programs within cost, schedule, performance, and risk guidelines. Ability to analyze existing IT systems at USTRANSCOM and the Transportation Component Commands (TCCs). 2. Mastery knowledge in planning advanced IT systems projects and of leading task forces for resolving critical problems in existing systems which required innovative solutions in many aspects of the project. 3. Professional skill and ability to communicate effectively, both orally and in writing, complex technical issues and statements prepared for senior military, government, and civilian officials. Ability to give briefings, chair meetings, and prepare reports. 4. Knowledge of a wide range of logistics management operations in supply and transportation practices and techniques including knowledge of military and commercial transportation programs, storage, cargo movement and materiel management. 5. A comprehensive knowledge of OSD, DOD, JCS, DLA, Services, USTRANSCOM and Component command's transportation IT program requirements, ability to articulate highly complex and critical interagency command and control, logistics, acquisition, and operational processes. The ability to plan and coordinate large scale interagency IT systems is required. 6. Ability to apply state-of-the-art resource management and communication technologies in an optimum fashion to support the enhancement of and/or development of DPO programs. 7. Comprehensive knowledge of Federal Acquisition Regulations (FAR) and laws governing the administration, resource allocation, and management of contracts.				
<b>33. CONDITIONS OF APPOINTMENT/OTHER SIGNIFICANT FACTS</b>				
1. Travel by military or commercial aircraft in accordance with the Joint Travel Regulation (JTR) in the performance of temporary duty assignments is required. 2. The employee must obtain and maintain a Top Secret security clearance. 3. Work requires the ability to brief senior officials up to and including 4 star and SES-5 level. 4. Requires filing of financial disclosure statements.				
<b>34. OTHER REQUIREMENTS</b>	<b>B. DOD RESERVED</b>	<b>C. DOD RESERVED</b>	<b>D. DOD RESERVED</b>	<b>E. COMPONENT USE</b>
A. DOD RESERVED				
<b>35. AUTHORIZED MANAGEMENT OFFICIAL</b>				
<b>a. SIGNATURE</b> 		<b>b. TITLE</b> Deputy Director, Command, Control, Communications and Computer Systems (TCJ6)		<b>b. DATE (YYYY/MM/DD)</b> 2007/07/12
<b>36. CLASSIFICATION APPROVED BY</b>				
<b>a. SIGNATURE</b> 		<b>b. TITLE</b> Human Resources Specialist		<b>b. DATE (YYYY/MM/DD)</b> 2007/07/13





NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) POSITION DESCRIPTION																															
POSITION AND HIRING INFORMATION																															
1. POSITION NUMBER <b>9S239</b>		2. POSITION TITLE <b>SUPV PROGRAM ANALYST</b>			3. OCCUPATIONAL CODE <b>YC-0343-02</b>																										
4. ORGANIZATIONAL TITLE <b>USTRANSCOM</b> DSPMO Distribution Program Support Branch Chief		5. CAREER GROUP <b>Standard</b>	6. PAY SCHEDULE <b>YC</b>	7. PAY BAND <b>02</b>	8. TARGET PAY BAND <b>NA</b>	9. OPM FUNCTIONAL CODE																									
10. DRUG TEST  <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	11. BUS CODE <b>8888-5 USC Chapter 7112(a)(1)</b>	12. FAIR LABOR STANDARDS ACT  <input type="checkbox"/> N <input checked="" type="checkbox"/> E 5CFR 551.205			13. DOD SUPERVISORY STATUS & AF SL																										
14. KEY/EMERGENCY ESSENTIAL <b>No</b>	15. MOBILIZATION INDICATOR <b>C</b> – Position required in peacetime and upon mobilization		16. ENVIRONMENTAL/HAZARD DIFFERENTIAL <b>No</b>		17. CERTIFICATION REQUIRED  <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO																										
18. POSITIVE EDUCATION REQUIREMENTS  <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		19. LANGUAGE REQUIRED  <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		20. LANGUAGE IDENTIFIER <b>N/A</b>																											
21. FINANCIAL STATEMENTS REQUIRED  <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		22. POSITION SENSITIVITY  <b>Critical- Sensitive</b>		23. PAY POOL IDENTIFIER		24. LAUTENBERG/SMITH AMENDMENT  <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO																									
<b>25. DUTIES</b> Serves as Chief, Distribution Program Support Branch. Manages and provides support for program and project managers assigned to the DSPMO. Oversees all aspects of Advisory and Assistance Service (A&AS), Federally Funded Research and Development Center, and any other program support contracts and contractors. Performs a broad range of operational and developmental acquisition program analysis assignments entailing unique problems, creativity, innovative use of techniques, advanced approaches, and/or new technologies. Conducts business case analyses, cost effectiveness analyses, economic analysis, government cost estimates, independent cost estimates, risk assessment, award fee assessment, and analyses of alternatives to support current and emerging DSPMO assigned tasks. Develops resource and financial sections for all acquisition documentation developed by the DSPMO. Controls all DSPMO financial resources, budget planning and programming, and tracks obligations and expenditures. Maintains a continuous liaison with financial management, legal, acquisition, policy, contractors, and oversight counterparts in USTRANSCOM, Component Commands, other unified commands, Joint Staff, Air Force, and Secretary of the AF for Acquisition, to ensure program execution and to foster robust communications. Represents an annual fiduciary responsibility of approximately \$45 million. Assigns work to subordinates based on priorities, difficulty of assignments, and the capabilities of employees; provides resource management oversight; develops performance standards and rates employees; interviews candidates for subordinate positions; recommends hiring, promotions or reassignments; takes disciplinary measures, such as warning and reprimands; identifies developmental and training needs of employees; and provides and/or arranges for needed development and training. Provides a work environment that is free from all forms of discrimination, harassment, and retaliation. Addresses subordinates' concerns, whether perceived or real, and follows up with appropriate action to correct or eliminate tension in the workplace. Supports the agency's EEO program.																															
<b>26. POSITION'S ORGANIZATION</b>  <b>USTRANSCOM TCJ6-PS</b>																															
27. POSITION OCCUPIED  <b>Competitive</b>			28. a. DUTY STATION (City – County – State Or Overseas Location) <b>Scott Air Force Base, St Clair County, IL</b> b. GEOGRAPHICAL LOCATION CODE <b>177835163</b>																												
<b>29. Core Competencies</b> <b>Air Force Skill Codes:</b> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 5px;"> <thead> <tr> <th style="width: 15%;">Percentage</th> <th style="width: 15%;">Skill Code</th> <th style="width: 15%;">Shred</th> <th style="width: 15%;">Subshred</th> <th style="width: 40%;">Literal Translation</th> </tr> </thead> <tbody> <tr> <td>40%</td> <td>ARL</td> <td>FMR</td> <td></td> <td>Program Analysis, Financial Management</td> </tr> <tr> <td>35%</td> <td>ARL</td> <td>PLN</td> <td></td> <td>Program Analysis, Planning</td> </tr> <tr> <td>25%</td> <td>ARL</td> <td>PRG</td> <td></td> <td>Program Analysis, Programming</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>							Percentage	Skill Code	Shred	Subshred	Literal Translation	40%	ARL	FMR		Program Analysis, Financial Management	35%	ARL	PLN		Program Analysis, Planning	25%	ARL	PRG		Program Analysis, Programming					
Percentage	Skill Code	Shred	Subshred	Literal Translation																											
40%	ARL	FMR		Program Analysis, Financial Management																											
35%	ARL	PLN		Program Analysis, Planning																											
25%	ARL	PRG		Program Analysis, Programming																											

# NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) POSITION DESCRIPTION

## 30. COMPONENT INFORMATION

A. STANDARD OCCUPATION CODE (SOC)		B. NATIONAL GUARD BUREAU DUAL STATUS <input type="checkbox"/> NON-DUAL STATUS <input type="checkbox"/>		C. AIR/ARMY RESERVE TECHNICIAN YES <input type="checkbox"/> NO <input type="checkbox"/>	
D. AF SPEC CODE/ MIL OCCUPATIONAL SPEC	E. ROLE LEAVE BLANK	F. SPECIALITY LEAVE BLANK		G. SCOPE AND IMPACT LEAVE BLANK	
H. ORGANIZATIONAL ENVIRONMENT HQ USTRANSCOM	I. CAREER FIELD/ COMMUNITY E - Comm Info	J. RESERVED FOR COMPONENT USE Gen Skill, DPY		31. PPP OPTION CODE	

## 32. SKILLS INFORMATION


1. Comprehensive knowledge of Information Technology (IT) acquisition management regulations and processes, in conjunction with a top level understanding of the breadth of acquisition and supportability functions vital to successful acquisition program management process.
2. Broad knowledge of budgetary and financial management principles and techniques as they relate to planning and execution of IT acquisition programs. In-depth knowledge of Planning, Programming, Budgeting, & Execution (PPB&E) process, resource and financial boards and panels, such as the IRB and DBMC, that impact funding of DSPMO projects and programs.
3. Comprehensive knowledge of portfolio management as related to IT program management.
4. Knowledge of the missions, roles, functions, organizational structures, and operation of the DOD, Services, and organizations that govern, interface with, and/or influence the systems/services acquisition, resource, and financial processes.
5. In-depth knowledge of the Integrated Defense Acquisition, Technology, and Logistics Life Cycle Management Framework. Knowledge of the Joint Capabilities Integration & Development System (JCIDS).
6. Knowledge of DOD IT systems including configuration, applications, operating systems, and management principles and techniques.
7. Extensive knowledge of DOD, Service, Joint Staff, commercial, and GSA directives, regulations, practices, and policies. Comprehensive knowledge of Defense Transportation System information technologies.
8. Professional skill and ability to communicate effectively, both orally and in writing, complex technical issues and statements prepared for senior military, government, and civilian officials. Skill and ability to present technical briefings, chair meetings, and prepare reports.
9. Ability to plan, organize, prioritize, and delegate daily workload to meet changing deadlines and rapidly changing circumstance.

## 33. CONDITIONS OF APPOINTMENT/OTHER SIGNIFICANT FACTS


1. The employee must obtain and maintain acquisition certification for business, cost estimating, and financial management (advanced) level II in the budget/program/ FM analyst and EVM type of assignment. It is highly desired the employee obtain and maintain a Level III.
2. It is highly desired the employee obtain and maintain acquisition certification for program management (intermediate) level II in the business management/IT type of assignment.
3. Incumbent may be required to travel by regularly scheduled passenger, military, or commercial aircraft in the performance of temporary duty assignments.
4. The employee must obtain and maintain a Top Secret security clearance.
5. This position may require the employee to work other than normal duty hours, which may include overtime.
6. This position requires a financial disclosure statement.

34. OTHER REQUIREMENTS	B. DOD RESERVED	C. DOD RESERVED	D. DOD RESERVED	E. COMPONENT USE
A. DOD RESERVED				

## 35. AUTHORIZED MANAGEMENT OFFICIAL

a. SIGNATURE 	b. TITLE FRANK N. TEMPIA, YC-3, USAF, Chief, Distribution Services Program Management Office	b. DATE (YYYY/MM/DD) 2007 11 29
---	--	------------------------------------

## 36. CLASSIFICATION APPROVED BY

a. SIGNATURE 	b. TITLE HR Specialist (Classification/Staffing)	b. DATE (YYYY/MM/DD) 2007 11 29
---	---	------------------------------------



## CORE PERSONNEL DOCUMENT

ORGANIZATION: USTC/TCJ6-OC  
 SUPV LEV CODE: 5  
 TARGET GRADE: TS 7A-02  
 JOB SHARE: No  
 SENSITIVITY: Critical-Sensitive  
 EMERGENCY ESS: No  
 KEY POSITION: No

CPD NUMBER: 9S41904001  
 COMP LEV CODE: 453A  
 FLSA: Exempt  
 CAREER PROG ID: E/2  
 BUS: 8888  
 DRUG TEST: No  
 POSITION HIST: Replaces SF3538800

CLASSIFICATION: Communications-Computer Systems Manager, GS-301-TS 7A-301-02 *can 10-9-06*  
 DUTY TITLE: Contingency Communications Manager

ORG & FUNC CODE: DPY  
 1ST SKILL CODE: 35 % APMLR Computer Specialist/Plans and Requirements  
 2ND SKILL CODE: 35 % RFBRQM Telecom Mgmt/Spec/Requirements  
 3RD SKILL CODE: 30 % ARLCMW Program Analysis/Contingency/Mobility/War Plans

CLASSIFIED BY:

*Bennett Moore*  
 CLASSIFIER SIGNATURE

*6/21/00*  
 DATE

## SUPERVISORS CERTIFICATION:

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

SUPERVISOR: STEPHEN M. JAMES, Lt Col, USAF, Chief Contingency Operations Branch

*Stephen M. James*  
 SUPERVISOR SIGNATURE

*5/25/00*  
 DATE

## CERTIFICATION:

Rater/Supv.				
Date				
Reviewer				
Date				
Employee*				
Date				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

AF Form 1003 APR 90 (COMPUTER GENERATED)

NSPS-

IAW DOD 1400.25M (4-28-06):

Employee's performance plan in this PD is superseded by NSPS guidelines, and is documented on DOD form 2906

*effective 10-15-06*

*32 8-31-06*  
 BUS CODE: Position is exempt from the bargaining unit IAW 5 USC, Chapter 71, para 7112(b)(1)- MANAGEMENT OFFICIAL

---

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

The primary purpose of this position is: Prepare all USTRANSCOM command, control, communications and computer systems (C4S) support and exercise plans annexes to ensure this command's worldwide contingency communications connectivity requirements are available through direct coordination with representatives of USTC components, supported CINC's, JCS, OSD, NSA, DISA, host nations and various agencies of the Federal Government. Critical elements required to accomplish this include developing Operational Plans (OPLANS), surveying/upgrading fixed command, control, communications and computer (C4) infrastructure at key Defense Transportation System (DTS) sites around the world, rapidly deploying tactical C4 equipment to remote ports and airfields in support of all regional CINCs, monitoring readiness capabilities of the components, and managing satellite/spectrum programs for the command.

The organizational location of this position is: US Transportation Command, Command, Control, Communications and Computer Systems (C4S) Directorate, Operations and Security Division, Contingency Plans Support Branch, Scott Air Force Base IL. Plans

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

The organizational goals or objectives of this position are: Ensure USTRANSCOM and DTS C4S connectivity requirements are included in all CINC real-world and exercise planning scenarios, combat operations, and disaster relief missions. Provide authoritative guidance, policy, doctrine, operating techniques, methodology, and procedures for transportation communications-computer systems connectivity, survivability, sustainability, interoperability, and readiness to support the transportation infrastructure and integration with the DTS.

---

**DUTY 1:**

40%

Critical

Manages and coordinates the commands C4S architecture to support contingency operations and exercises. Determines criticality of need, feasibility, and compliance with established communications-computer resources architecture required to support the Defense Transportation System (DTS)/USTRANSCOM's worldwide contingencies, exercises, combat operations, and disaster relief missions. Plans and directs a global survey of USTRANSCOM's C4 infrastructure needs. Develops proposed technical solutions to address C4S shortfalls documented by the survey process. Uses knowledge of the transportation policies, procedures, and practices within the DTS to integrate, develop and implement effective crisis and contingency C4S standards, policies and procedures to support the USTRANSCOM mission. Coordinates directly with the Joint Chiefs of Staff, participating CINC's, Air Mobility Command (strategic airlift), Military Sealift Command (strategic sealift), and Military Traffic Management Command (strategic land transportation) on C4S problems that arise during exercises and contingencies. Formulates guidance for the integration of JCS Emergency Action Procedures in the USTRANSCOM Command Center in the development of plans and policy for strategic command and control connectivity between the National Command Authority, CINCTrans, CINCSAT, and the nation's nuclear deterrent forces.

**STANDARDS:**

A. Effectively serves as the unified command project manager for the development and implementation of crisis and contingency policies and procedures supporting the National Security and Emergency Preparedness (NSEP) program.

- B. Effectively plans and coordinates C4S connectivity support for all phases of the DTS/USTRANSCOM worldwide contingencies exercises, combat operations, and disaster relief missions. Effectively directs efforts to survey the C4 architecture at key DTS sites worldwide. Effectively coordinates with the regional CINCs to prioritize, document, and accomplish C4 system upgrades resulting from the survey process.
- C. Consistently conducts extensive research and analytical studies and develops specifications, justifications, and economic analyses in support of selection and acquisition actions.
- D. Effectively prepares all USTRANSCOM C4S support and exercise plans annexes and ensures all C4S requirements are included in all CINC real-world and exercise operations plans involving USTRANSCOM. Ensures these annex K plans effectively address all critical operational mobility connectivity/system requirements to provide USTRANSCOM and its components the architecture/capability to effectively manage the DTS and keep the National Command Authorities informed.
- E. Effectively serves as a primary participant, authorized to represent command position in meetings, conferences, and working groups with Joint Staff, other CINCs, TCCs, DISA, and host nations when developing crisis response and exercise plans. When necessary, commits the command within established guidelines and policy.
- F. Insures appropriate integration of transportation information systems architecture support for contingency and exercise plans by direct coordination with representatives of USTC components, supported CINC's, JCS, and various agencies of the Federal Government.

KSA: 1, 2, 4, 6, 7, 8, 9, 10

---

**DUTY 2:**

20%

Critical

Manages the C4S portion of the USTRANSCOM readiness assessment program. Prepares the C4S portion of the Joint Monthly Readiness Report (JMRR) which is forwarded to the Chairman, Joint Chiefs of Staff. Evaluates the C4S portion of the Transportation Component Commands (TCCs) readiness reports to determine if it provides sufficient information and compile the data into meaningful total force readiness indicators. Assists higher-level management in the evaluation of the JMRR to ensure it is consistent with command priorities and fiscal requirements as specified in the CINC's Integrated Priority List (IPL) and the Command and Control (C2) Joint Warfighting Capabilities Assessment (JWCA). Uses extensive knowledge on all aspects of the DTS to provide C4S impact assessment based on limited information collected on a myriad of transportation assets, support systems, reporting systems, and Command and Control Information (C2I) systems. Analyzes and resolves very complex or sensitive transportation C4S readiness issues and provides expert advice for resolution. Develops policy, doctrine, operating techniques, methodology, and procedures for transportation communications-computer systems security, survivability, sustainability, interoperability, and readiness to support the transportation infrastructure and integration with the DTS. Information gathered is used by CINCTrans to brief the National Command Authorities on capabilities of the DTS to respond to contingencies, exercises and other military operations.

**STANDARDS:**

- A. Provides appropriate C4S status information in broad enough terms to describe the entire DTS, with sufficient detail to assist senior general officers in taking corrective actions, setting program goals and establishing priorities to support the organizational readiness mission capabilities.
- B. Effectively evaluates C4S readiness reporting criteria to determine if it adequately provides sufficient information for CINCTrans to determine the overall readiness of the DTS.

- 
- C. Properly integrates submissions from the components into a comprehensive, clearly stated plan for projected missions, reconciling, compiling and correlating differences in approaches and identifying capability shortfalls and limitations to the unified command.
  - D. Effectively monitors, evaluates, and coordinates assigned functions to compile decision briefs for senior staff management officials on readiness status. Documents the readiness program purposes, methods, assumptions, and conclusions.
  - E. Properly directs preparation or prepares a variety of program reports.
  - F. Accurately establishes, identifies, defines, and qualifies requirements for execution and implementation of the readiness program. Provides timely guidance to the components.

KSA: 1, 2, 3, 4, 5, 7, 9, 10

---

**DUTY 3:**

20%

Critical

Serves as the **Command Satellite Communications and Spectrum Manager** and is the senior action officer responsible for direct interface and coordination with the Joint Staff, other CINC's, USTC components, DISA, and host nations. Uses extensive knowledge of DOD policies, practices and procedures for managing the Radio Frequency (RF) spectrum to ensure that efficient use of the RF spectrum is an ongoing concern of acquisition, logistics, intelligence, operations, and communications planning staffs. Responsible for incorporating wartime and contingency spectrum management procedures into appropriate operation plan (OPLAN)/concept plan appendices. Ensures integration of USTC Worldwide mission support requirements for satellite and spectrum access/connectivity through all phases of any operation. Develops and maintains a relational database on the USTRANSCOM home page that provides DTS users with on-demand information regarding spectrum dependent systems.

**STANDARDS:**

- A. Effectively manages the integration, installation, operation, maintenance, and modification of the transportation communications connectivity architecture for exercise and contingency operations in support of the DTS.
- B. Effectively persuades supported CINC's, JCS, OSD, NSA, DISA, host nations and various agencies of the Federal Government to support/grant USTRANSCOM satellite and spectrum requirements needed for the Defense Transportation System (DTS)/USTRANSCOM's worldwide contingencies, exercises, combat operations, and disaster relief missions.
- C. Effectively represents the organization at conferences, planning meetings, and other functions concerning USTRANSCOM strategic plans and other plans affecting C4S requirements.
- D. Effectively evaluates impacts of new communication technologies on current systems and policies. Assesses performance and effectiveness of new or substantially modified systems.

KSA: 1, 2, 3, 4, 7, 8, 9, 10

---

**DUTY 4:**

10%

Critical

Evaluates after-action items from contingency and exercise activities. Provides the technical expertise to ensure that information systems after-action items related to transportation are incorporated into program directives that identify areas for improvement. This encompasses innovative approaches, technologies, and methods for evaluating the integration of transportation information systems programs and service. Researches government capabilities and contractual options to determine the best value approach to satisfy C4S needs. Documents findings and recommends approach to management. Plans, deploys and evaluates a Pierside Communications Support mission at least once per year in conjunction with a JCS Tier One major exercise scenario. Manages all aspects of the pre-conference, conference, and execution phases of a Theater Deployable Communications deployment to a remote SPOD in the supported CINC's AOR.

**STANDARDS:**

A. Accurately projects cost of satisfying C4S needs and shortfalls identified as after-action items and helps prepare required budget submissions for inclusion in the USTRANSCOM Program Objective Memorandum (POM) process.

B. Effectively represents the organization at conferences, planning meetings, and other functions concerning USTRANSCOM Remedial Action Program and builds concise decision briefs for senior staff management officials.

KSA: 1, 2, 5, 6, 7, 8, 9

**DUTY 5:**

10%

~~Non-Critical~~ Critical 2000

Maintains liaison with internal USTRANSCOM and external organizations in order to anticipate the future direction of communications-computer systems technology and procurement policies. This includes representing the TCJ6 Directorate in matters relating to MILSATCOM, Spectrum, CINC Exercise Planning conferences, host nation spectrum issues, C4 system upgrades at sea ports of debarkation (SPODs) and airfields of debarkation (APODs), deployable C4 support packages, and flag officer meetings. It will also require the incumbent to review technical and contractual literature, attend hardware/software demonstrations, and visit other government agencies to keep abreast with the current trends in communications-computer systems technologies and current vendor services. Develops point papers, messages and briefings directly for the CINC, other members of the senior staff, distinguished visitors, and other agencies as required for exercises, contingencies, and related matters. Presents briefs to CINC and DCINC as requested.

**STANDARDS:**

A. Consistently maintains technical proficiency.

B. Attends major planning conferences to accurately represent and coordinate all issues pertaining to the deployment of tactical C4 systems in support of the exercise APOD and SPOD requirements.

C. Attends regional CINC OPLAN development conferences to provide accurate planning detail that reflects the C4 needs of the USTRANSCOM components at the various ports and airfields within the supported CINCs area of responsibility.

KSA: 1, 2, 3, 4, 5, 7, 8, 9, 10



**Other significant facts pertaining to this position are:**

- Employee serves as the Branch Chief when necessary or required.
  - Will be required to travel by regularly scheduled passenger military or commercial aircraft in the performance of temporary duty assignments.
  - May be required to work uncommon tours including weekends and holidays.
  - A Top Secret/Special Compartmented Intelligence (SCI) clearance is required.
- 

**RECRUITMENT KNOWLEDGE, SKILLS AND ABILITIES (KSA):**

1. Extensive knowledge of DOD systems including, applications, operating systems, management principles, information processing standards and procedures.
2. Extensive knowledge of fixed/tactical/strategic information systems design, development, and the implementation methodologies combined with a broad knowledge of communications-electronics equipment.
3. Knowledge of transportation policies, procedures, and practices within the Defense Transportation System (DTS).
4. In depth knowledge of configuration management regulations, principles, and techniques.
5. Knowledge of the Chairman, Joint Chiefs of Staff readiness assessment program, the Joint Monthly Readiness Report (JMRR).
6. Knowledge of and ability to manage the USCINCTRANS portion of the National Security and Emergency Preparedness (NSEP) program.
7. Skill in identification, integration, installation, planning, analyzing, organizing, directing, operating and modification of the transportation communications-computer systems architecture for world-wide exercise and contingency operations.
8. Knowledge of National, DOD and JCS directives governing the use of Radio Frequency (RF) spectrum.
9. Skill to communicate effectively, both orally and in writing, to address complex technical issues, prepare statements and briefings for senior military, government, and civilian officials, and to coordinate/manage planning and program activities.
10. Skill in planning, organizing, directing, operating and evaluating the myriad of programs this position manages.

---

**CLASSIFICATION CRITERIA:****Factor 1, Knowledge Required By The Position**

Level 1-8

1550 Points

-- Mastery knowledge of communications-computer concepts, principles, and methodology applicable to the Defense Transportation System and the interrelationship with C4S capabilities. Uses this knowledge to integrate, develop and implement effective crisis and contingency C4S standards, policies and procedures to support the USTRANSCOM mission. Provides technical expertise and experience when dealing with extremely broad and complex communications connectivity issues which may be further complicated by such factors as the wide diversity of organizations, activities, and by multiple authorities, policies, and controls. Such in-depth knowledge

and skills are needed to identify, analyze and develop alternative solutions to varied and difficult C4S connectivity issues requiring significant departure or adaptation from precedent methods, practices or solutions.

-- Knowledge of organizational mission, objectives, terminology, and management practices of the Unified Commands, Services, TCCs and other agencies in order to recognize probable areas of interaction and overlap between proposed and existing systems.

-- Mastery knowledge of war, contingency, disaster relief support and exercise plans annexes to ensure all C4S requirements are included in all CINC real-world and exercise operations plans involving USTRANSCOM. These annex K plans address all critical operational mobility connectivity/system requirements to provide USTRANSCOM and its components the architecture/capability to effectively manage the DTS and keep the National Command Authorities informed of ongoing strategic lift actions. Use this knowledge to identify, integrate, install, plan, analyze, organize, direct, operate, and modify the transportation communications-computer systems architecture for worldwide exercise and contingency operations.

-- Mastery knowledge of fixed/tactical/strategic information systems design, development, and the implementation methodologies combined with a broad knowledge of communications-electronics equipment. Formulates guidance for the integration of JCS Emergency Action Procedures in the USTRANSCOM Command Center in the development of plans and policy for strategic command and control connectivity between the National Command Authority, CINCTrans, CINCStraT, and the nation's nuclear deterrent forces. Serves as the unified command project manager for the development and implementation of crisis and contingency policies and procedures supporting the National Security and Emergency Preparedness (NSEP) program

-- Professional knowledge of all aspects of the DTS to provide the C4S portion of the Joint Monthly Readiness Report (JMRR) which is forwarded to the Chairman, Joint Chiefs of Staff. The C4S impact assessment is based on limited information collected on a myriad of transportation assets, support systems, reporting systems, and Command and Control Information (C2I) systems. Evaluates the C4S portion of the Transportation Component Commands (TCCs) readiness reports to determine if it provides sufficient information and compiles the data into meaningful total force readiness indicators. Analyzes and resolves very complex or sensitive C4S readiness issues impacting transportation programs and provides expert advice for resolution.

-- Professional knowledge of Government policies, directives, and other regulatory memorandum concerning program management, utilization, acquisition, modeling, and standardization of Spectrum Management and Military/Commercial Satellite usage. Ensure integration of USTC Worldwide mission support requirements for satellite and spectrum access/connectivity through all phases of any operation. Senior action officer responsible for direct interface and coordination with the Joint Staff, other CINC's, USTC components, DISA, and host nations.

-- Knowledge of information systems and information processing equipment characteristics, computer techniques, requirements, methods, and procedures to include familiarity with approaches used by organizations in other agencies and/or the private sector in order to evaluate alternatives and provide assistance to managers.

-- Knowledge and skill in adapting analytical techniques and evaluation criteria to determine program effectiveness, to develop new or modified work methods and ability to analyze and resolve complex problems.

-- Knowledge of the large variety of programming and planning documents associated with all phases of the assigned computer systems or information technology programs. This includes knowledge of GSA, DOD, USTRANSCOM, and AF directives concerning procurement of ADP resources.

## Factor 2, Supervisory Controls

Level 2-4

450 Points

-- The Branch Chief discusses the assignments in general terms and defines the overall objectives.

-- Within these general areas of direction, the employee has responsibility for planning, designing, and carrying out studies or projects and for coordinating, as a peer, with experts both within and outside the organization. The employee independently resolves problems, coordinates work with others as necessary, interprets policy, determine the approach and methodology to be used, and keeps the supervisor apprised. In performing the work, the employee makes technical judgments in deciding which analytical and technical decisions lead to, or help form decisions on operational policy. The supervisor usually accepts the employee's technical recommendations without change, reviewing only for soundness of judgment and achievement of objectives.

**Factor 3, Guidelines**

Level 3-4

450 Points

-- Guidelines primarily consist of general C4S-related DOD, Joint Staff, DISA, the Services, USTRANSCOM regulations, and Federal policy. These broadly stated management and technical objectives regarding development and management of communications and computer systems require extensive interpretation. Guidelines are very broad in nature and require employee to use considerable judgment to interpret conflicting verbiage when formulating technical objectives pertinent to C4S support requirements during contingency operations. Develops and implements effective crisis and contingency C4S standards, policies and procedures to support the USTRANSCOM mission.

-- Incumbent is considered to be a technical authority in the areas of Operational Planning and communications connectivity and can discern constraints and limitations imposed through state-of-the-art technology. At the same time, sound judgement is required to appraise new and improved technological approaches and capitalize upon such developments whenever possible.

-- Develops policy, doctrine, operating techniques, methodology, and procedures for transportation communications-computer systems security, survivability, sustainability, interoperability, and readiness to support the transportation infrastructure and integration within the Defense Transportation System.

**Factor 4, Complexity**

Level 4-5

325 Points

-- The work involves substantial depth of knowledge and analysis of all major resources within the Defense Transportation System (DTS). Assignments consist of a variety of activities in the communications and computer systems management field. Assignments are characterized by the need to pursue several phases concurrently or in sequence with the support of others outside the organization. The span of these assignments include, but are not limited to, tactical communications, contingency planning, war planning, satellite connectivity, information warfare, information networks, spectrum management, audio-visual communications, teleconferencing, classified and unclassified computer systems, securing networks, etc. The work requires developing new approaches and concepts or modifying the existing ones. Decisions regarding what needs to be done involve issues complicated by factors such as requirements and program changes, rapidly evolving technology, sweeping changes in organizations, and lack of pertinent data. Quick resolution of differences is essential to facilitate the timely completion and implementation of operational systems. Additionally, the incumbent must stay abreast of the rapid advances in communication and computer technology.

-- Decisions also involve defining duplication of C4 processes in cross functional service areas, requiring extensive probing and analysis to determine the nature and scope of the problems.

**Factor 5, Scope and Effect**

Level 5-5

325 Points

-- The work involves determining criticality of need, feasibility, and compliance with established communications-computer resources architecture required to support the Defense Transportation System (DTS)/USTRANSCOM's worldwide contingencies, exercises, combat operations, and disaster relief missions.

commitments critical to national defense.

**Factor 6, Personal Contacts**

Level 6-3

60 Points

-- Personal contacts are with high ranking representatives from outside the command at national levels (Host nations, DOD, DISA, Services, Joint Staff, other CINCs, etc.).

-- This includes other C4 systems support personnel from DOD, JCS, the Services, MSC, MTMC, and AMC, as well as system users, project officers, procurement personnel, engineers, and prospective equipment or system software vendors and contractors.

**Factor 7, Purpose of Contacts**

Level 7-3

120 Points

-- The incumbent is frequently required to justify, defend, negotiate, persuade, and convince senior government and civilian officials of the feasibility and benefits of implementing controversial satellite connectivity access and frequency authorizations within the borders of the nations we are supporting.

-- The incumbent is frequently required to justify, defend, negotiate, persuade, and convince Joint Staff, DISA, and other CINC Military Satcom Managers to support the Satcom connectivity needs of USTRANSCOM and the TCCs to support the DTS mission. In this capacity the incumbent represents CINCTrans.

-- Frequent meetings are held with these high ranking personal contacts where the incumbent represents the command as the authoritative expert.

**Factor 8, Physical Demands**

Level 8-1

5 Points

The work requires no special physical demands. It may involve some walking, standing, bending, or carrying of light items such as files, computer reports, or office supplies.

**Factor 9, Work Environment**

Level 9-1

5 Points

Work is performed in a normal office setting where basic safety precautions are required.

---

**CLASSIFICATION SUMMARY:**

CLASSIFICATION STANDARD(S) USED: US OPM Position Classification Standard for Telecommunications Series, GS-0391, March 1990 (HRCD-7, July 1999)

US OPM Position Classification Standard for Computer Specialist Series, GS-0334, July 1991, TS-106 (HRCD-7, July 1999)

US OPM Position Classification Standard for Miscellaneous Administrative and Program Positions, GS-0310, January 1979, TS-34 (HRCD-7, July 1999)

CORE PERSONNEL DOCUMENT

Number: 9S41904001

---

CLASSIFICATION REMARKS:

Total Points: 3290

GS-13 Point Range: 3155 - 3600

Grade: GS-13

---



**AIR FORCE STANDARD CORE PERSONNEL DOCUMENT (SCPD)**

ORGANIZATION:	USTRANSCOM/TCJ8-A	SCPD NUMBER:	9S42768
SUPV LEVEL CODE:	8	COMP LEVEL CODE:	K76A
TARGET GRADE:	12	FLSA:	Exempt
DRUG TEST:	No	CAREER FIELD ID:	C
SENSITIVITY:	Non-critical Sensitive	CENTRALLY MANAGED TYPE:	N/A
EMERGENCY ESS:	No	BUS:	1036
KEY POSITION:	No	POSITION HIST:	No

CLASSIFICATION: Management and Program Analyst, GS-0343-12  
DUTY TITLE:

ORG & FUNC CODE: CPY

1ST SKILL CODE:	50%	ARLPLN	Program Analysis/Planning
2ND SKILL CODE:	25%	ARGRES	Management Analysis, Organizational Analysis
3RD SKILL CODE:	25%	BCURVL	Budget Analyst, Revolving Funds

**CLASSIFICATION CERTIFICATION:** SCPD adequately and accurately reflects the local work situation to meet classification, staffing, and performance management purposes.

\_\_\_\_\_  
Carol S. Walker  
CLASSIFIER'S SIGNATURE

\_\_\_\_\_  
03 Aug 2005  
DATE

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

\_\_\_\_\_  
Burnett LaChance, Lt. Col  
SUPERVISOR'S SIGNATURE

\_\_\_\_\_  
03 Aug 2005  
DATE

**PERFORMANCE PLAN CERTIFICATION:**

<b>Rater/Supv.</b>				
<b>Date</b>				
<b>Reviewer</b>				
<b>Date</b>				
<b>Employee*</b>				
<b>Date</b>				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

**The primary purpose of this position is:** to determine programmatic and budget changes related to the administration of USTC personnel; administer the command audit and management control programs. Review, analyze and provide advisory services, and process all Defense Transportation System (DTS) related audit and management control issues identified by the Department of Defense Inspector General (DOD IG), General Accounting Office (GAO), and component audit agencies.

**The organizational location of this position is:** US Transportation Command, Program Analysis and Financial Management Directorate, Accounting Division, Scott AFB, IL.

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

**The organizational goals or objectives of this position are:** to develop, recommend adjustments to and execute the portion of the Transportation Working Capital Fund affected by the National Security Personnel System (NSPS), the Air Force Financial Plan, and TWCF Program Objective Memorandum (POM). Provides USTRANSCOM Transportation Component Commands (TCCs) direct support for cost analysis, management controls and audit liaison support.

---

**DUTY 1:**

25% Critical

**Administers the USTRANSCOM Management Control Program.** Develops general program guidance and monitors planning in support of training and administrative plans to ensure compliance with DOD standards. Recommends and publicizes command policies and procedures as they relate to the Command Management Control Program. Develops and maintains current audit and management control facts and status for inclusion in the Accounting Division's Information Briefing. Develops and presents briefings and or background papers for conferences, training sessions, etc., on the Command Audit and Management Control Programs.

**STANDARDS:**

A. Interprets complex USD(C) program guidance and develops and disseminates timely and accurate command program guidance to USTRANSCOM organizations in most cases.

B. Normally prepares and sends out an annual Management Control Plan call to USTRANSCOM organizations to ensure the Commander's Annual Letter of Assurance on Management Controls is submitted to SECDEF on time.

C. Routinely identifies and suggests command issues or areas for consideration in applying Management Control Program Criteria.

D. Regularly identifies and suggests command issues or areas for consideration in applying Management Control Program Criteria.

**KSA:** 1, 2, 3, 4, 5, 6

---

**DUTY 2:**

25% Critical

**Recommends, develops, and implements command audit liaison procedures for matters pertaining to the DOD IG, GAO, and component audit activities.** Provides guidance and assistance to USTRANSCOM staff offices and TCCs regarding command policy decisions relating to audit activities. Maintains current knowledge of command audit liaison issues. Identifies pertinent audit issues and key points affecting USTRANSCOM. Provides focus to relevant issues and informs management of those issues that are very important and require more attention of concern. Researches prior audit policies and procedures. Plans, coordinates, and performs fact-finding and analysis of audit issues and conducts studies of audits in various organizations. Uses analytical techniques and/or precedent studies to gather information. Identifies decision-making alternatives. Informs supervisor of findings and recommendations prior to release or discussion with management officials. Assists in resolving matters between



auditors, component activities, and USTRANSCOM staff. Works disagreements with component commands with tact and diplomacy, emphasizing key points and focuses on appropriate responses.

**STANDARDS:**

- A. Within overall DOD guidance, proposes, develops and coordinates command audit policy to effectively manage the command audit liaison function, with rare exception.
- B. Almost always thoroughly analyzes and evaluates the effectiveness of command audit policy in meeting the command's established goals and objectives.
- C. Normally provides valid technical advice and recommendations on audit procedures and policy to supervisor, USTRANSCOM staff, and TCC staffs consistent with applicable DOD directives.

**KSA:** 1, 2, 3, 4, 5, 6

---

**DUTY 3:**

25% Critical

**Serves as the Directorate's primary liaison with the TCJ1 staff to plan and support manpower, human resources, and training issues for TCJ8.** Analyzes, evaluates issues and develops recommendations to resolve substantive problems and issues of effectiveness and adequacy of work operations in a major command program relating to personnel issues within the Planning, Programming and Budgeting System (PPBS). Assembles and/or develops background data, information, and documentation to support required program budgets for reference and evidence in agency budget hearings and/or before Office Management and Budget (OMB) and/or Congressional committees. Monitors the use and rate of expenditures of budgeted funds through continuing dialogue with program officials and their staff, review of written documents, and examination of accounting records. Provides advice, assistance, and guidance on budgeting and related information. Devises and recommends the adoption of procedures to implement legislation, budgetary processes, policies, and regulations issued by Congress, OUSD(C), Air Force, and DFAS. Conducts analysis, reviews, and special studies of budget and/or related information. Maintains oversight over allocated manpower resources for the TCJ8 and develops required documentation; i.e., Manpower Change Requests (MCRs), Manpower Action Documents, SF 52s, etc., to support required changes. Serves as the Directorate's focal point for all manpower and personnel related taskings. Oversees all human resources, to include training issues for the Directorate and provides assistance to TCJ8 staff on required human resources management actions.

**STANDARDS:**

- A. Effectively and professionally establishes and maintains liaison with TCJ1 counterparts and provides effective support to the TCJ8 staff, with few exceptions.
- B. Typically provides timely and professional inputs to recurring or intermittent manpower and personnel exercises or requests for data.
- C. Typically compiles, consolidates, interprets, and summarizes budgetary data effectively for preparation of supportive documentation and budget estimates accurately and in a timely manner.
- D. Thoroughly and accurately conducts analyses and special studies that typically discern trends in spending, anticipate needs for future funding, and determine funding propriety.

**KSA:** 1, 2, 3, 5, 6, 7, 8

---

**DUTY 4:**

25% Critical

**Actively participates in strategic planning to improve organizational direction and focus using strategic planning tools and techniques.** Prepares detailed plans, budgets and schedules for assigned programs and/or participates with senior analysts in fiscal planning and programming. Responsible for integrating requirements into the annual fiscal programs, i.e., Program Objective Memorandum (POM). Provides support and advice on re-programming of funds and funding levels due to manpower or other changes. Assists the organization by evaluating modifications to existing plans in response to changing environments. Documents planning and programming decisions in appropriate formats to meet Air Force and Major Command requirements. Identifies non-standard or emerging operational requirements, assesses impact on assigned programs and initiates corrective action. Relying on available data, searches a variety of sources to select the information appropriate to the task, taking care to verify the relevancy, adequacy, sustainability, attainability, accuracy, and completeness of the information and recommendations. Coordinates with appropriate staff offices to ensure all major areas of concern are covered by planning and programming documents.

**STANDARDS:**

- A. Typically provides effective, complex support services as they pertain to assigned programs or projects.
- B. Routinely provides effective advisory services in financial actions to support changing environments.
- C. With few exceptions, accurately documents planning and program development and produces well thought out and fully developed proposals and conclusions in a timely manner.
- D. Almost always coordinates effective actions with all organization having input or being affected by plans and programs.

**KSA: 1, 2, 5, 6, 7**

---

**RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA):**

- 1. Knowledge of a wide range of qualitative and/or quantitative methods to participate in the assessment and improvement of command level plans and programs.
  - 2. Knowledge of USTRANSCOM command program goals and objectives; the sequence and timing of key program events and milestones; methods of evaluating the effectiveness of planning actions related to actual events; and the organizational functions and customers pertinent to the organizations served.
  - 3. Knowledge of policies, processes, procedures and regulations governing federal audit and management control processes.
  - 4. Knowledge of methods used to conduct studies, analyze data, develop alternatives and make recommendations to resolve audit and management control problems
  - 5. Ability to plan, organize, and negotiate effectively with senior analysts and management using tact and diplomacy to advise others
  - 6. Ability to communicate effectively both orally and in writing; negotiate complex issues; and maintain good working relationships.
  - 7. Knowledge of single and multi-year appropriations and their characteristics, e.g., Operations and Maintenance and Procurement and the revolving Transportation Capital Working Fund (TWCF).
  - 8. Skill in applying manpower and human resources management techniques, regulations, guidelines, directives, practices, and requirements.
- 

**CLASSIFICATION CRITERIA:**

**Factor 1, Knowledge Required By the Position**

Level 1-7

1250 Points

-- Knowledge and skill in applying analytical and evaluative methods and techniques to issues or studies concerning the efficiency and effectiveness toward development and/or improvement of critical command plans and programs for major funding associated with NSPS, DTS, and PPBS.

-- Knowledge of USTRANSCOM command structure, missions, programs, and organizational relationships and program goals and objectives, the sequence and timing of key planning and execution events and milestones, and methods of evaluating the effectiveness of planning actions as relates to actual events concerning audits, internal controls and Future Years Defense Program (FYDP).

-- Knowledge of the various command entities involved in overall planning and execution of programs.

-- Skill in designing and conducting comprehensive studies, and developing solutions to assigned portions of broad, important, and severe command operational and contingency areas.

-- Ability to plan, organize, and develop studies or projects, making recommendations on substantive operating programs, and negotiate effectively with others to accept and implement recommendations, where the proposals involve substantial resources.

**Factor 2, Supervisory Controls**

Level 2-4

450 Points

Within a framework of priorities, funding, and overall project or program objectives, the employee, a senior analyst, and supervisor develop a mutually acceptable project plan, which typically includes identification of the work to be done, the scope of the product, and deadlines for completion. Within the parameters of the approved plan, the employee plans and organizes the project, estimating costs and funding, coordinating with staff and line management personnel, and conducting all phases of the project. This frequently involves the definitive interpretation of regulations and study procedures, and the initial application of new methods. The employee informs the supervisor of potentially controversial findings, issues, or problems with widespread impact. Completed organizational goals, guidelines, and effectiveness results in achieving intended objectives. Completed work is also reviewed critically outside the employee's immediate office by staff and line management officials whose programs would be affected by implementation of the recommendations.

**Factor 3, Guidelines.**

Level 3-4

450 Points

Guidelines consist of general administrative policies and management and organizational theories and new initiatives that require considerable adaptation and/or interpretation for application to issues and problems studied and can be precedent setting. Policies and precedents provide a basic outline of the results desired, but do not go into detail as to the methods used to accomplish the project. Guidelines require considerable judgment and adaptation to tailor them to specific command unique requirements. Administrative guidelines usually cover program goals and objectives of USTRANSCOM, Air Force, USD(C), DOD, GAO, OSD and Public Law. Within the context of broad regulatory guidelines, the employee must typically refine and develop more specific guidelines to complete the required planning and programming requirements.

**Factor 4, Complexity**

Level 4-4

225 Points

The work consists of projects and studies that require analysis of interrelated issues of effectiveness, efficiency, and productivity, developing recommendations to resolve issues and problems of command unique programs. Applies qualitative and quantitative analytical techniques that frequently require modification to fit a wide range of variables. Typical assignments require developing recommendations for overall detailed plans, goals, and objectives for long-range implementation of the program. Projects assigned consist of issues, problems, or concepts, which are not always susceptible to direct observation and analysis, such as projected missions and functions. Difficulty is encountered in measuring effectiveness due to variations in the nature of processes studied to meet changes in missions or support services. Information about the subject is often complicated by conflicting or incomplete information, cannot readily be obtained by direct means, or is otherwise difficult to document. Assignments are

further complicated by the need to compile, reconcile, and correlate voluminous data from a variety of sources, and must be cross-checked, analyzed, and interpreted to obtain accurate and relevant information. Options, recommendations, and conclusions developed by the employee take into account and give appropriate weight to uncertainties about the data and other variables that affect long-range program performance. Makes recommendations for refining existing work methods and techniques for application to the analysis of issues or resolution of problems in assigned areas.

**Factor 5, Scope and Effect**

Level 5-4

225 Points

The purpose of the work is to assess the productivity, effectiveness, and efficiency of major program operations and analyze and resolve problems in the staffing, funding, effectiveness, and efficiency of programming objectives. Work involves participating in the establishment of criteria to measure and/or predict the attainment of program or organizational goals and objectives. The work contributes to the improvement of productivity, effectiveness, and efficiency in program operations within the command. Work affects the plans, goals, and effectiveness of missions and programs at the various echelons or locations. The work involves identifying and developing ways to resolve problems or cope with issues, which directly affect the accomplishment of specific command unique goals and objectives. Takes into consideration such factors as cost-effectiveness, attainment of operational goals and objectives, and rules of engagement, international laws, etc. Recommendations contribute to the optimum organization and distribution of functions, organizational concepts, and staffing of programs and operations in assigned areas.

**Factor 6, Personal Contacts/Factor 7, Purpose of Contacts**

Level 6/7-3/c

180-Points

Contacts include USTRANS COM staff at various levels, up to an including general officers, and counterpart officials in Transportation Component Commands (TCCs), contractors, and other command staff offices in a moderately unstructured setting. Contacts are also made with Air Force, DOD IG, and GAO several levels above the incumbent when presenting program and plans briefings, etc.

The purpose of contacts is to influence managers or other officials to accept and implement findings or proposals. The employee may encounter resistance due to such issues as organizational conflict, competing objectives, or resource problems.

**Factor 8, Physical Demands**

Level 8-1

5 Points

Work is primarily sedentary in structured office setting. There may be some walking, standing, bending, and carrying of light items.

**Factor 9, Work Environment**

Level 9-1

5 Points

The work is typically performed in a properly heated and ventilated, and well-lighted office setting.

**Other significant facts pertaining to this position are:**

1. The employee must obtain and maintain a Secret clearance.
2. The employee may be required to work overtime.

---

**CLASSIFICATION SUMMARY:****CLASSIFICATION STANDARD(S) USED:**

1. OPM Position Classification Standard for Management and Program Analysis Series, GS-343, TS-98, August 1990, (HRCD-6, January 1999)
2. OPM Administrative Analysis Grade Evaluation Guide, TS-98, August 1990, (HRCD-6, January 1999)
3. OPM Position Classification Standard for Professional and Administrative Work in the Accounting and Budget Group, GS-0500, December 2000/WCPS-1, August 2001

FACTOR LEVELS AND POINTS: 1-7/1250, 2-4/450, 3-4/450, 4-4/225, 5-4/225, 6&7-3C/180, 8-1/5, 9-1/5

GS-12 Point Range: 2755-3150

Total Points: 2790

Grade: GS-12

**CLASSIFICATION REMARKS:**

The Management and Program Analysis Series, GS-343, does not contain grading criteria. The standard states that non-supervisory positions at grade GS-09 and above be evaluated by reference to the Administrative Analysis Grade Evaluation Guide. The Administrative Analysis Grade Evaluation Guide covers administrative work which does not require specialized subject matter knowledge and skills, but does require a high degree of qualitative and/or quantitative analytical skills, the ability to research problems/issues, written and oral communication skills, and the application of mature judgment in problem solving. Work described in this position description falls within this definition; therefore, the position was evaluated in accordance with the factors and work illustrations in the Guide.

The position is titled Management and Program Analyst based on the definition in OPM Classification Standard for Management and Program Analysis Series, GS-343, TS-98, August 1990, whereby this position involves a mix of functions concerned with analyzing, evaluating and or improving the efficiency of internal administrative and operating programs where neither is dominant.

---

AFPC Free Flow Format



### CORE PERSONNEL DOCUMENT (CPD)

ORGANIZATION:	USTRANSCOM	CPD NUMBER:	9S42756
SUPV LEVEL CODE:	4	COMP LEVEL CODE:	7D8A
TARGET GRADE:	15	FLSA:	Exempt
JOB SHARE:	No	CAREER PROG ID:	N/A
SENSITIVITY:	Critical Sensitive (SCI)	BUS:	8888
EMERGENCY ESS:	No	DRUG TEST:	Yes
KEY POSITION:	Yes	POSITION HIST:	New

CLASSIFICATION: Joint Interagency Coordination Group (JIACG) Program Manager, GS-0301-15  
DUTY TITLE: JIACG Program Manager

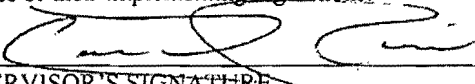
ORG & FUNC CODE: PPY  
1ST SKILL CODE: 50% AKMCMW Officer/Administrator; Contingency/Mobility/War Planning  
2ND SKILL CODE: 50% ARLCMW Program Analysis; Contingency/Mobility/War Planning  
3RD SKILL CODE: %

CPD CLASSIFIED BY:

  
CLASSIFIER'S SIGNATURE

28 Jul 05  
DATE

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

  
SUPERVISOR'S SIGNATURE

25 July 05  
DATE

#### PERFORMANCE PLAN CERTIFICATION:

Rater/Supv.				
Date				
Reviewer				
Date				
Employee*				
Date				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

**The primary purpose of this position is:** To serve as the program manager for the USTRANSCOM Joint Interagency Coordination Group (JIACG) activities at all levels. The incumbent directly supports the USTRANSCOM Chief of Staff as the combatant command's designated lead proponent for the JIACG process.

**The organizational location of this position is:** Director, Joint Interagency Coordination Group, HQ, USTRANSCOM (TCCS-JIACG), Scott AFB, IL.

---

**ORGANIZATIONAL GOALS OR OBJECTIVES**

**The organizational goals or objectives of this position are:** To establish a responsive and reciprocal relationship with a wide range of organizations spanning commercial partners through federal and internal agencies to ensure their integration and synchronization in the deterrence, prevention, and defeat of threats aimed at the United States; and for the deployment and distribution of appropriate elements of national power.

---

**DUTY 1:**

Critical

**Plans, organizes, leads, facilitates and oversees the activities of the USTRANSCOM Joint Interagency Coordination Group (JIACG).** This coordination group is comprised of high-level members who are contractors, technical experts, military and civilian personnel to include representatives from such agencies and organizations as the NSA, CIA, FBI, NRO, State Department, NGA, DOT, USCG, TSA, DIA, DHS, DISA, DTRA, JFCOM, DLA, USA, USN, USMC, USAF, DCAA, SDDC, AMC, MSC, JFCOM, CENTCOM, NORTHCOM, JMC, AFSC, DESC, ANG, MARAD, NSF and state and local agencies. Leads the development of effective working relationships between interagency liaison personnel assigned to various staff elements across USTRANSCOM. Advises the USTRANSCOM Chief of Staff, his directors and component commanders concerning all aspects of the JIACG process and activities. Exercising maximum facilitation skills, leads the JIACG in developing goals and objectives that integrate and synchronize organization and interagency efforts across the full spectrum of operations. Proposes, revises, and/or reviews policies, procedures, mission objectives for USTRANSCOM to eliminate work problems or barriers to mission accomplishment. Plans and gains consensus of the coordination group for work to be accomplished by the group or ad hoc teams, including setting and adjusting short-term priorities, and preparing schedules based on the difficulty of requirements and assignments such that the experience, training, and abilities of the group are effectively utilized to meet organization and customer needs. Provides JIACG with direction from higher levels and advice regarding policies, procedures, and guidelines.

**STANDARDS:**

- A. Typically displays leadership and facilitation skills that contribute effectively to the JIACG working together and producing timely results.
- B. In most cases, planning, organizing, directing, and facilitating efforts comply with higher headquarters guidance and achieve organization and customer needs.
- C. Typically, methods used to establish JIACG goals and objectives are effective and ensure legal and regulatory compliance issues and/or customer concerns are promptly identified and addressed.

**KSA: 1, 2, 3, 4, 5, 6, 7**

---



**DUTY 2:**

Critical

**Reviews and structures working groups to optimize use of resources and maximize efficiency and effectiveness of the organization.** Facilitates and balances the workload and provides overall direction and vision to the JIACG on a wide range of interagency and administrative issues. Establishes metric, analysis and review systems to assess JIACG efficiency, effectiveness, and compliance with regulatory procedures; and to ensure government needs are met and validated, and that economy and quality of operations are maintained or improved. Evaluates requirements for additional resources submitted by members, and balances JIACG needs with overall mission requirements and resource interests. Identifies the need for change in priorities and takes action to implement such changes. Leads the planning and scheduling of work in such a manner that promotes a smooth flow and even distribution and ensures effective use of organization resources to achieve organization goals and objectives as well as installation and agency customer needs. Reviews work and management techniques of JIACG. Ensures decisions are made on work problems presented by the JIACG, either through group consensus, or referral to higher levels. Finds and implements ways to eliminate or reduce significant bottlenecks and barriers to production, the promotion of team building, or improvement of business practices.

**STANDARDS:**

- A. Typically, efforts to lead/facilitate the establishment of metric, analysis, and review systems are effective and tend to ensure legal compliance and meeting the needs of the government and key customers.
- B. Typically, efforts to lead/facilitate the establishment of priorities, planning and scheduling work are effective and promote an effective and productive JIACG.
- C. Normally, leadership and facilitation techniques tend to eliminate/reduce bottlenecks and barriers to productive team work.

KSA: 1, 2, 3, 4, 5, 6, 7

**DUTY 3:**

Critical

**Represents USTRANSCOM in a variety of installation and functional area organizations.** Establishes, develops, and maintains effective working relationships with USTRANSCOM Directors, Component Commanders, and other Combatant Commanders. Meets with key customers and coordinating officials and other coalition partners to assess customer satisfaction, explains organization policy and procedures and resolve significant problems that arise. Assembles and directs study groups as needed to develop proposals for interagency coordination and synchronization enhancements. Coordinates with all staff and program offices impacted by program changes. Initiates and researches program and resource issues, analyzes options, and recommends courses of action through reports, papers, briefings and correspondence. Coordinates with other interested offices throughout the DoD and other federal agencies as required. Provides technical assistance to other offices on assigned projects and ensures programs are compatible with other unified Command and/or DoD initiatives. Ensures overarching USTRANSCOM and/or DoD policies are integrated in proposals. Advocates and explains USTRANSCOM requirements in assigned program areas. Develops and presents briefings and prepares written analyses and papers to communicate USTRANSCOM requirements to achieve command's goals and objectives. Determines appropriate recommendations for unresolved problems and performs follow-up. Researches and determines or recommends appropriate actions or interpretation of issues that impact organization, installation, command, or agency.

**STANDARDS:**

- A. Interactions with internal and external officials and are normally diplomatic, convincing, professional, and promote effective working relationships, and reflects the interests of the combatant command.
- B. Recommendations are almost always thoroughly researched and analyzed to ensure all issues are properly addressed.
- C. Typically ensures participation and outcomes of special projects result in positive impact on the organization and/or improves quality.

KSA: 1, 2, 3, 4, 5, 6, 7, 8

**DUTY 4:**

Critical

**Leads the coordination and submission of all USTRANSCOM Interagency planning, programming, and budgeting submissions as the Interagency Program Manager for USTRANSCOM.** The assigned programs are characterized by unusual managerial complexities and demands as well as substantial uncertainties and risks. Assists in linking current year changes to the POM, Program Review, and Budget Review submissions, and assures adequate analysis to support changes between planned versus actual expenses. Assembles and leads study groups as needed to develop proposals for interagency program enhancements. Coordinates with all staff and program offices impacted by program changes. Initiates research on program and resource issues, analyzes options, and recommends courses of action through reports, papers, briefings and correspondence for presentation at the GO/FO/SES level. Briefings are presented to senior leadership of USTRANSCOM, and to senior levels of other services, Joint Commands, DoD and other JIACG agencies/bureaus/offices as required. Coordinates with other interested offices throughout the DoD and other federal agencies as required. Provides technical assistance to other offices on assigned projects and ensures programs are compatible with other unified Command and/or DoD initiatives. Ensures overarching USTRANSCOM and/or DoD policies are integrated in proposals. Develops and presents briefings and prepares written analyses and papers to communicate USTRANSCOM interagency requirements to achieve command's goals and objectives.

**STANDARDS:**

- A. Ensures all USTRANSCOM interagency PPBS submissions are requirement based and reflect the commands priorities in the resource allocation process.
- B. Ensures all PPBS submissions are accurate and reflect the requirements of the JIACG and the consortium of Directorates and USTRANSCOM staff elements with interagency requirements.
- C. Typically, reviews of all expenditures are within the boundaries of budgetary compliance.
- D. Typically, identifies unfunded requirements (UFR) accurately and develops a well documented UFR package for submission.

KSA: 1, 2, 3, 4, 5, 6, 7, 8

**DUTY 5:**

Critical

**Oversees administrative and operational support to the Joint Interagency Coordination Group (JIACG).** Determines whether contractor performed work meets standards of adequacy necessary for authorization of payment. Provides interfaces with the USTRANSCOM to ensure security clearances are passed to visited agencies. Coordinates for visiting senior leaders from DoD and non-DOD organizations involved in interagency coordination. Oversees travel requests, coordinates computer and telecommunications support, and provides other essential support required by other members of the JIACG not based at the Headquarters, USTRANSCOM, to accomplish their liaison and coordination mission. Plans and coordinates for changes to JIACG staff as required to meet the JIACG mission.

**STANDARDS:**

- A. Typically demonstrates technical understanding of levels of security clearances, OPSEC, and security directives.
- B. Typically demonstrates technical and administrative understanding of communication architecture and how it applies within the military and interagency constructs.
- C. Administrative and operational support is routinely accurate and timely and ensures full USTRANSCOM participation.

KSA: 1, 2, 3, 4, 5, 6, 7, 8

**RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA):**

1. Experience and skill in leading, facilitating and managing significant numbers of members who must work together to establish processes and procedures for dealing with a wide-range of deployment and distribution situations. Staff members come from a variety of agencies, departments, bureaus in and outside of DoD and the federal service, and who tend to bring with them a wide panoply of competing interests and agendas.
  2. Knowledge of the roles and organization of the Services and combatant, unified, and multi-national commands, and involved federal, state and local agencies particularly as they apply to deployment and distribution management.
  3. Thorough knowledge of military law and doctrine; Joint policies and procedures; DoD, Services and Joint organizational structures; national intelligence organizations, state and federal organizations, other pertinent interagency organizations such as the US Coast Guard, etc.
  4. Experience and knowledge of deployment and distribution planning and operations.
  5. Ability to analyze information, reach quick and appropriate decisions, and effectively resolve problems.
  6. Skill in articulating programs, procedures, and policies clearly and concisely in written and oral communication.
  7. Ability to identify unique customer needs, tailor plans and strategies, and implement actions within established policy.
  8. Skill in the application of methods and techniques to analyze and evaluate the effects of changes in program plans and funding.
- 

**CLASSIFICATION CRITERIA:****Factor 1, Knowledge Required by the Position**

Level 1-8 1550 Points

- Master knowledge and understanding of the current missions, capabilities, organization and operations of: various federal and state operations centers, USTRANSCOM and other unified commands; the military services; the National Guard; the Reserve forces; the Department of Defense; DoD intelligence organizations; the CIA, FEMA, the US Coast Guard, etc. is required.
- Outstanding ability to lead a large, highly diverse group of senior level military/employees from a wide spectrum of federal agencies, bureaus, departments, and various levels of government including state and local; such as NSA, DCAA, DCMA, USCO LNO, FBI, DLA, MARAD, DISA, SDDC, DCI, DESC, DIA, NSA, NIMA, etc. Leadership must be exhibited in an environment of competing agency interests, loyalties, and agendas, and must be exercised with extraordinary diligence and sensitivity. In this environment the incumbent must find a way to get this diverse group to work together effectively and productively to achieve the goals and objectives of interagency coordination and cooperation.
- Thorough knowledge of current military law, Joint doctrine, Joint plans, policies, and practice, as well as a comprehensive understanding of US government treaties, agreements, multi-lateral and bi-lateral international agreements, security assistance plans, U.S. security requirements and arrangements and other pertinent laws, doctrine, policies, and procedures.
- Master knowledge of military air, land, maritime and space concepts and principles; DoD military command and control operations, command and control of air, land, maritime and space forces, geographical areas of responsibility as pertains to the geographical Commands, air, land, maritime and space combat operations at both the operational and strategic levels of war.
- Practical and professional knowledge of a wide range of all services military technical methods, principles and practices.
- Practical knowledge of mission and organization of many, if not all, involved agencies, departments and bureaus. This includes knowledge of state and local operations organizations and processes.
- Thorough knowledge of DoD and interagency security policies and procedures.
- Skill in oral and written communications.

**Factor 2, Supervisory Controls**

Level 2-5 650 Points

Employee works within a framework of overall project goals and objectives, priorities and funding levels established by senior leadership and national priorities, goals and objectives. The employee's supervisor, the Chief of Staff, USTRANSCOM, provides administrative direction with assignments in terms of broadly defined missions or functions. Within these parameters, the employee is given complete latitude in planning; organizing; and executing the projects; organizing the JIACG for accomplishing the projects, and development of methodologies and processes for task accomplishment. Employee will be working controversial problems and issues and will advise supervisor of outcomes that will affect goal/objective accomplishment. Overall work of leading the JIACG is judged and evaluated by supervisor for compatibility with organizational goals, guidelines, and effectiveness in achieving planned objectives.

**Factor 3, Guidelines**

Level 3-5 650 Points

Guidelines consist of a wide range of public laws on the use of military forces, DoD instructions, Joint policies and procedures, interagency guidelines, guidelines of a multitude of non DoD agencies, a multitude of unified command policies and regulations, etc. These guidelines are broad, typically vague or contradictory, have frequent large situational gaps, and are subject to change because of frequent and sometimes unexpected policy changes at various government levels. Issues and problems which must be dealt with often have no historical model where experience would be a clear guide. Employee must use initiative, resourcefulness, sensitivity, creativity, interpretive skills and quiet determination to be able to achieve consensus, or near consensus, among a highly diverse group of senior level military and civilian employees from a large number of agencies, departments and bureaus on issues and problems that affect deployment, distribution, and transportation.

**Factor 4, Complexity**

Level 4-6 450 Points

Work of this position requires leading a large, highly diverse group of senior level military/employees from a wide spectrum of federal agencies, bureaus, departments, and government levels. Leadership must be exhibited in an environment of competing agency interests, loyalties, and agendas, and must be exercised with extraordinary diligence and sensitivity, as the incumbent holds no supervisory authority at the current manning level. In this environment the incumbent must find a way to get this diverse group to work together effectively and productively to achieve the goals and objectives of interagency coordination and cooperation. The subject matter dealt with by the JIACG involve processes and procedures for deployment and distribution that are not widely known or understood by this wide spectrum of federal agencies, bureaus, department and other levels of government. Consensus building with regard to resolutions and recommendations will require appropriately balancing input by senior (GO/FO/SES) members of the JIACG. These are issues which do not lend themselves to traditional solutions and which by their very nature require consideration of many alternatives and processes, many of which are usually different and unrelated. Employee's work is scrutinized critically by outside agencies whose programs and employees would be affected by the work and recommendations of the JIACG.

**Factor 5, Scope and Effect**

Level 5-6 450 Points

The work of this position involves how the American government (federal, state, local) mobilizes all appropriate elements of national power in response to contingencies and sustainment operations. The work of this position involves leading a large, diverse group of interagency representatives in the study, analysis, evaluation, and recommendation of processes and techniques for federal, state, and local involvement in this deployment and distribution effort. This work effort can cause a huge ripple effect in operational terms through not only the DoD and all its components, but numerous interagency and state operations centers, and possibly foreign governments. This position has a critical impact on national defense because of its role in the development and implementation of government-wide and interagency processes for handling mobility and transportation concerns.

**Factor 6, Personal Contacts**

Level 6-4 110 Points

Personal contacts of this position include high ranking officials within USTRANSCOM, DoD and a multitude of non DoD agencies, and state and local governments. Contacts often involve delicate issues of governmental jurisdiction and authority and are further complicated by conflicting agendas, interpretations of responsibilities, agency loyalties, the Law of Posse Comitatus, etc. Typical of contacts are the senior leaders (General Officers) of USTRANSCOM, and other COCOMs as well as Component Commanders and service headquarters, senior level managers of commercial partners and a wide variety of non DoD agencies and state and local government.

**Factor 7, Purpose of Contacts**

Level 7-4 220 Points

Purpose of personal contacts in this position is to influence senior officials of USTRANSCOM and a multitude of other agencies within or outside of DoD to accept and implement critical findings and recommendations on processes and procedures for interagency cooperative and coordinated deployment, distribution, mobilization and transportation requirements. Incumbent will always encounter resistance to not only formulating these processes because of the huge diversity of agencies involved, but also marketing these recommendations to the agencies at the national, state and local levels. The contacts themselves may be skeptical at least to the extent of demanding all facts, known or unknown, and the rational basis for the recommendation. Employee must either convince the contacts, or help the decision makers with compromises or suitable alternatives. The people contacted typically have diverse viewpoints, goals, or objectives requiring the employee to achieve a common understanding of the problem and a satisfactory solution by convincing them, arriving at a compromise, or developing suitable alternatives.

**Factor 8, Physical Demands**

Level 8-1 5 Points

Work is sedentary and is performed in an office with access to routine office equipment such as computer, monitor, printer, and telephone. TDYs in support of the mission are generally to conference facilities or other offices. There is occasional walking, standing, bending, carrying light items, or driving an automobile.

**Factor 9, Work Environment**

Level 9-1 5 Points

Work environment involves everyday risks or discomforts which require normal safety precautions typical of such places as conference rooms or offices, commercial vehicles, etc.

---

**Other significant facts pertaining to this position are:**

1. Employee may be required to travel by commercial or military aircraft in the performance of temporary duty (TDY assignments).
  2. Employee must possess a TS/SCI clearance as a condition of employment.
  3. May be required to participate in non-traditional work schedules involving participation in round the clock operations, or otherwise work beyond, or outside of traditional hours, or work on tours of duty.
  4. Position requires random drug testing.
- 

**CLASSIFICATION SUMMARY:**

CLASSIFICATION STANDARD(S) USED: US Office of Personnel Management (OPM) Introduction to the Position Classification Standards (PCS), Appendix 3, the Primary Standard; OPM PCS, Administrative Analysis Guide, TS-98, April 1993, August 1990; OPM Position Classification Flysheet for Miscellaneous Administration and Program Series, GS-0301, TS-34, Jan 1979

**Total Points:** 4090  
**GS-15 Point Range:** 4055-up  
**Final Grade:** GS-15

**CLASSIFICATION REMARKS:**

Series Determination: The primary purpose of this position is to serve as the principal staff program manager whose primary task is to oversee, facilitate, coordinate and synchronize USTRANSCOM Joint Interagency Coordination Group (JIACG) activities at all levels. The incumbent directly supports the USTRANSCOM's Chief of Staff as the command's designated lead proponent for the JIACG process. The JIACG is made up of personnel assigned to USTRANSCOM from such agencies and organizations as the NSA, CIA, FBI, NRO, State Department, NSA, DOT, USCG, TSA, DIA, DHS, DISA, DTRA, JFCOM, DLA, USA, USN, USMC, USAF, DCAA, SDDC, AMC, MSC, JFCOM, CENTCOM, NORTHCOM, JMC, AFSC, DESC, ANG, MARAD, NSF and state and local agencies. The purpose of the JIACG is to jointly analyze a broad variety of general and specific deployment and distribution issues; collaborate on recommended solutions; assist in synchronizing agency and interagency efforts to respond to mobilization and transportation issues, events, management of crises, and management of consequences; and to represent their respective agencies, departments. The JIACG Program Manager also assists the USTRANSCOM Chief of Staff to maintain a balance between sound interagency management practices and pressure to satisfy individual stakeholders interests. The JIACG Program Manager coordinates and advises on a wide spectrum of interagency activities from multinational partners to federal and international agencies. The JIACG Program Manager directs, through the exercise of leadership and facilitation skills, a synchronized coordination process with local, state, federal senior level interagency officials (GS15/SES and equivalent, 06-08) assigned by their respective agencies or commands to the Headquarters, United States Transportation Command.

The very broad scope, nature, and variety of this work and knowledge required indicates this position is not specifically classifiable in any particular occupational series. Therefore, this position is appropriately classified in the Miscellaneous Administration and Program Series, GS-0301. As there are no prescribed titles for positions classified to the GS-0301 series, positions are given titles that are descriptive of the work being performed. Thus, the most appropriate title for this position is Joint Interagency Coordination Group Program Manager. Grade level determination:

**Conclusion**

The vast knowledge base required for this position, the nature of the work assigned, the difficulty of the work of leading and facilitating such a wholly diverse group of mobilization and transportation participants, the broad reach and significance of the work of the JIACG, the level of responsibility assigned to the JIACG Program Manager fully meet the GS-15 as documented in the assigned factor levels. Therefore, the proper classification of this position is **Joint Interagency Coordination Group Program Manager, GS-0301-15.**



## AIR FORCE STANDARD CORE PERSONNEL DOCUMENT (SCPD)

ORGANIZATION: USTRANSCOM/TCCS-IM  
 SUPV LEVEL CODE: 8  
 TARGET GRADE: 11  
 DRUG TEST: No  
 SENSITIVITY: Critical Sensitive  
 EMERGENCY ESS: No  
 KEY POSITION: No

SCPD NUMBER: 9S43075  
 COMP LEVEL CODE: 310A  
 FLSA: Exempt  
 CAREER FIELD ID: E  
 CENTRALLY MANAGED TYPE: 2  
 BUS: 1036  
 POSITION HIST: Cancelled 9S41277

CLASSIFICATION: Data Management Analyst, GS-0301-11  
 DUTY TITLE: Information Management / Information Technology Specialist

ORG & FUNC CODE: CSY Command and Staff  
 1<sup>st</sup> SKILL CODE: 30% ARGREF Management Analysis, Records Management  
 2<sup>nd</sup> SKILL CODE: 30% ARGREN Management Analysis, Information  
 3<sup>rd</sup> SKILL CODE: 40% AKTITS Specialist/Analyst, Data Systems

CLASSIFIED BY:

  
 CLASSIFIER'S SIGNATURE

21 Sep 07  
 DATE

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

  
 SUPERVISOR'S SIGNATURE

18 Sep 07  
 DATE

## PERFORMANCE PLAN CERTIFICATION:

Rater/Supv.				
Date				
Reviewer				
Date				
Employee				
Date				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.



**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:** The primary purpose of this position is to serve as USTRANSCOM's records program manager and to provide database management support to the organization to include designing, developing, integrating, and/or maintaining database structures, web page development and maintenance, electronic forms development, design, and testing.

The organizational location of this position is: U.S. Transportation Command, Scott AFB, Illinois, Office of Command Information Management (TCCS-IM).

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

The organizational goals or objectives are to advise, direct, establish, manage, and monitor information management procedures and policy, including information gathering and dissemination, for the Command.

---

**DUTY 1:**

**30 % Critical**

**Command Records Information Technology (IT) and Records Manager: Electronic Records Management Program (ERMP).** Serves as the USTRANSCOM's records program manager for electronic records management issues. Keeps senior management informed on current and projected operational requirements, issues, legislative, and regulatory matters. Serves as the program manager responsible for moving USTRANSCOM and its components to the "paperless office" in the ERMP. The incumbent is responsible for the research, study and recommendation of IT solutions that will satisfy the ERM needs for the command and its components. Analyses and evaluates the information technology requirements to support proposed Electronic Records Application Systems or upgrades in order to comply with statutory laws. Ensures appropriate information technology requirements are incorporated into strategic and mission area plans. Recommends policy, provides guidance and procedures for all command's activities engaged in any aspect of the ERM, with special emphasis on DOD, Joint Staff, and National Archives and Records Administration (NARA) standards. Reviews higher headquarters policy and guidance to determine if there is a need for supplemental direction to USTRANSCOM and recommends changes to existing policies and guidance as appropriate. Conducts command-wide records management staff assistance visits, to include direct reporting units (DRU), annually. Approves all command and DRU files plans. Serves on cross-functional records management working groups ensuring functional records management requirements are fully integrated into the design of automated information systems. Analyzes and evaluates proposed management systems to ensure interoperability with ERM applications, existing network capabilities, and DOD standards. Incumbent must plan, program, and request funding to support hardware and software requirements for the administration of government records. Incumbent ensures all security measures are in place to protect the integrity of information. Manages the Command's Vital Records Program to ensure development of records recovery and emergency action plans for mission-essential and sensitive records. Evaluates automated systems and procedures for the backup and recovery of electronic records to ensure system capabilities meet retention standards.

**STANDARDS:**

1. Normally provides accurate and timely records management policy, guidance and procedures to USTRANSCOM and its component commands.
2. As a rule, effectively monitors and evaluates subordinate unit functional programs and recommends changes as necessary.

**KSA: 1, 2, 3, 4, 5, 6, 7**

---

**DUTY 2:****30% Critical**

**Provides database management support.** Analyzes, designs, develops, and maintains database structure and database applications to effectively manage organizational data assets and ensure that the database collects, stores, and processes data that supports current and future organizational business needs. Implements conversion of existing databases to meet new release requirements and enhance database management practices. Evaluates the effectiveness of database management technology and analyzes and troubleshoots problems and inefficiencies. Implements new database structures and formats and converts legacy systems to new formats. Defines problems in database design and determines alternatives and initiates corrective action to recover/restore data and return system back to normal operations. Conducts performance-tuning activities designed to optimize data management processes. Evaluates off-the-shelf software applications to enhance/upgrade databased administration functionality. Performs conversion of electronic documents into PDF format, as well as paper document, scanned and converted to PDF, ensuring 508 compliance. Specifically, works in ADOBE ACROBAT and PURE EDGE applications. Process owner of the command's electronic library and applicable portal websites, located on secure and unsecure (public) sites. Designs and develops websites homepage. Incumbent is the Branch FACCSM. Gatekeeper, and Webmaster. Represents the branch at web steering group meetings

**STANDARDS:**

1. With few exceptions, efficiently maintains data integrity, maximizes utilization of systems, and prevents work stoppage or slow down for the organization as well as public domain.
2. Routinely maintains effective database management system that meets organizational business needs.
3. Almost always, resolves database problems and recovers/restores lost data promptly.

KSA: 1, 2, 3, 4, 5, 6, 7

**DUTY 3:****15 % Critical**

**Provides customer assistance and/or training for electronic records systems.** Works to achieve and support quality improvement in all products and services and takes a proactive approach in providing customer assistance. Provides consultation and instruction to functional area users on database and file accessing techniques, search strategies, processing and file assessing techniques, processing and space utilization efficiencies, database security procedures, backup and program recovery techniques, and testing techniques. Provides training for subject-matter specialists and support personnel. Keeps abreast of emerging technologies to predict future database system needs and advises customers on new database features.

**STANDARDS:**

1. Almost always, plans and carries out effective projects to improve the efficiency and productivity of the organization.
2. Routinely provides appropriate training that ensures users understand the relationships of the system and enables them to operate it without undue interruption.
3. With few exceptions, expeditiously resolves inquiries and problems and provides accurate and timely advice to users/customers.

KSA: 1, 2, 3, 4, 5, 6, 7

**DUTY 4:**

15 %

Critical

**Command Forms Designer/Manager.** As the Command's Forms Manager, establishes control over the analysis, approval/disapproval, numbering, design, coordination, and indexing of forms for the command, regardless of information media used to collect the information. This includes forms generated by software application. Ensures information is recorded in its most efficient media; provides technical assistance to the staff to develop forms requirements, develops electronic forms and monitors their use; prices the forms process; plans, programs, and budgets for the resources necessary for forms processing and management. Conducts annual forms reviews and eliminates those that are not essential. Ensures proper controls are affixed to forms collecting privacy act/sensitive data. Maintains the command's electronic forms library on both unclassified and secure web sites. As agency forms manager, serves as liaison with DOD, Joint Staff, Services, and other Government agencies forms managers. Develops command forms index and recommends policy directives as pertain to forms and adaptation of other Government Agency forms. Controls the licensing of command e-forms.

**STANDARDS:**

1. Normally maintains effective control of USTRANSCOM's forms.
2. Consistently ensures information is recorded in its most efficient media and that the forms index is updated regularly.

KSA: 1, 2, 3, 4, 5, 6, 7

**DUTY 5:**

10 %

Critical

**Attends meetings and presents briefings.** Participates in discussions, product (IT) vendor demonstrations, meetings, conferences, committees or special projects. Prepares reports encompassing long and short range planning strategy recommendations and presents briefings covering recommendations for acquisition or changes in business practices through enhanced IT use. Maintains liaison with technical and professional organizations and industry to keep abreast of trends in technology. Prepares and presents briefings which outline problems and solutions and keep management aware of their role in adopting changing technology.

**STANDARDS:**

1. Almost always prepares effective reports and briefings which outline problems and solutions.
2. With few exceptions, proactively studies changes in technology to maintain currency which will assist management in preparing for future needs.

KSA: 1, 2, 3, 5, 6, 7

**RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA):**

1. Knowledge of a full range of IT/database management principles, concepts, and methods, including approaches used in designing, developing, testing, implementing, managing, and maintaining database systems that meet current and future organizational requirements; specifically, electronics records management and electronic workflow management solutions.
2. Knowledge of a wide-range of statutory laws, policies, regulations and procedures applicable to the administration of records, data collection, the Federal Register, and Privacy Act.
3. Ability to communicate effectively, both orally and in writing.

4. Skill in planning, organizing, and providing technical direction and training to agency records management officers and records custodians.
5. Ability to gather facts and use effective analytical and evaluative methods to assess information, plan the sequence of actions necessary, make sound decisions and solve a variety of IT/database management problems.
6. Ability to maintain an up-to-date awareness of technological advances and predict how management can meet future requirements.
7. Knowledge of agency program missions, functions, goals and objectives.

---

Other significant facts pertaining to this position are:

1. Work may occasionally require travel away from the duty station.
  2. Employee may be required to travel on military and commercial aircraft.
  3. Must be able to obtain and maintain a Top Secret clearance.
  4. Overtime may be required with little or no notice.
- 

#### CLASSIFICATION CRITERIA:

##### Factor 1, Knowledge Required by the Position

Level 1-7 1250 Points

- Knowledge of a full range of database management concepts, operations, design principles, methodologies, and approaches used in designing, developing, testing, implementing, managing, and maintaining database systems that meet current and future organizational business requirements.
- Knowledge of database management principles and policies to include defining data policies and standards, planning for the efficient use of data, coordinating data structures, and performing logical database designs.
- Knowledge of electronic records management and electronic workflow management solutions.
- Knowledge of data structure and the framework that defines the specifics about one or more types of data that support user systems.
- Knowledge of a wide-range of statutory laws, policies, regulations and procedures applicable to the administration of records, data collection, the Federal Register, and Privacy Act.
- Ability to communicate effectively, both orally and in writing.
- Ability to analyze, evaluate, and make recommendations on a project such as which data resources, data structures, and data architecture must be considered, which system software, and/or which equipment configuration is most appropriate.
- Ability to stay well informed on rapidly changing technology, to evaluate its possible impact on organization missions, and to develop plans to satisfy requirements.

##### Factor 2, Supervisory Controls

Level 2-4 450 Points

The supervisor, in consultation with the specialist, makes assignments, determines overall priorities, and sets time frames for completion. The employee independently plans and carries out projects and analyses of the organization's electronic records management and database management requirements. The

employee, having developed expertise in various aspects of electronic records and database management, is independently responsible for planning and carrying out the work, resolving most of the issues or conflicts that arise, applying and interpreting policy on own initiative in terms of established objectives. The supervisor is kept informed of progress, potentially controversial matters or unusual conditions with far-reaching implications, such as security violations. Supervisor reviews completed work for soundness of overall approach, adherence to requirements, effectiveness in meeting requirements and feasibility of recommendations. Methods used are not normally reviewed by the supervisor.

**Factor 3, Guidelines**

Level 3-3

275 Points

Guidelines include agency, command and local standards, regulations, and technical guides for specific program areas which are not always completely applicable, or have gaps in significant areas. The employee is required to interpret, adapt or modify existing guides and precedents for application to the assigned project or gather considerable information to supplement gaps or lack of specificity in dealing with particular problems. Judgment is required in relating precedent approaches to specific situations. Established guidelines often must be interpreted.

**Factor 4, Complexity**

Level 4-4

225 Points

The work involves gathering information, identifying and analyzing issues, and developing recommendations to resolve substantive problems of effectiveness, efficiency and/or applicability of law to satisfy a wide variety of user requirements. Also, deals with problems and relationships of a procedural nature. The work requires the application of qualitative and quantitative analytical techniques which frequently require modification to fit a wider range of variables. Subjects and projects assigned consist of issues, problems, or concepts that are not always susceptible to direct analysis and application of guidelines. Information about the subject is often conflicting or incomplete, cannot readily be obtained by direct means, or is otherwise difficult to document. Difficulty is encountered when interpreting public laws and National Archives Records Administration (NARA) policies when determining official/unofficial and historical records, including e-mails, retention and data collection within command and component IT systems. Individual must remain aware of constantly changing technological advances within the information technology field, specifically, in the computer network arena. The employee is often required to refine existing work methods and techniques for application to the analysis of specific issues or resolution of problems.

**Factor 5, Scope and Effect**

Level 5-4

225 Points

The work involves establishing criteria to measure and/or predict the attainment of program goals and objectives, developing related administrative regulations, promulgating program guidance for application across organizational lines, and evaluation of program compliance. The employee must optimize and fine tune performance, troubleshoot problems ranging from common to complex, and evaluate and recommend upgrades, modifications, and enhancements to the existing network processes. Exercises judgment to identify, determine the nature and potential sources of and select appropriate actions in response to problems; evaluate test data, and anticipate customers' needs for information and assistance. The work contributes to the improvement of effectiveness, efficiency and consistency of program operations and administrative support activities within the command.

**Factors 6, Personal Contacts/Factor 7, Purpose of Contacts**

Level 6-3/7-3B

110 Points

The employee regularly meets and coordinates with supervisors, program managers, technical subject experts, including civilian contractors within the different functional areas of the command and its components. Outside of the command, employee frequently has contact with commercial vendor government representatives, OSD, CJCS, DOD NARA, and other Combatant Command officials.

The purpose is to plan, coordinate, and advise managers and approving officials to obtain or commit substantial command and component resources to properly develop, implement, and manage Records

Management and other information management programs; such as, Freedom of Information Act (FOIA), Work Flow, and Privacy Act (PA).

**Factor 8, Physical Demands**

Level 8-1

5 Points

The work is primarily sedentary with some walking and standing in conjunction with travel to attend meetings and conferences away from the work site. May carry light items such as papers, books, or small computer components. The work does not require any special physical effort.

**Factor 9, Work Environment**

Level 9-1

5 Points

The work is performed in a typical office setting with visits to various other buildings or offices to support projects. The work environment involves everyday risks or discomforts that require normal safety precautions.

**CLASSIFICATION SUMMARY:****CLASSIFICATION STANDARD(S) USED:**

1. OPM General Schedule Position Classification Standards, Administrative Analysis Grade Evaluation Guide, WCPS-2, August 2002
2. OPM Job Family Position Classification Standard for Administrative Work in the Information Technology Group, GS-2200, covering the GS-2210, Information Technology Management Series, May 2001

**CLASSIFICATION REMARKS:****Series and Title Determination:**

The primary purpose of this position is to serve as a records program manager and to provide database management support to the organization to include designing, developing, integrating, and/or maintaining database structures, web page development and maintenance, electronic forms development, design, and testing. The GS-301 series includes positions the duties of which are to perform, supervise, or manage nonprofessional, two-grade interval work for which no other series is appropriate. The work requires analytical ability, judgment, discretion, and knowledge of a substantial body of administrative or program principles, concepts, policies and objectives. Primary responsibilities of this position include serving as records program manager and providing database management support to the organization. Although the position encompasses work defined in the Information Technology Management Series, GS-2210, the duties do not directly match the series definitions so the GS-301 is deemed most appropriate. There are no titles specified for positions classified in the GS-301 series, therefore the title Data Management Analyst is used since it best describes the duties to be performed.

**Grade Level Determination:**

FL 1-7/1250; 2-4/450; 3-3/275; 4-4/225; 5-4/225; 6/7-3B/110; 8-1/5; 9-1/5

GS-11 Point Range: 2355 - 2750

Total Points: 2545

Grade: GS-11

**Final Classification:** Data Management Analyst, GS-301-11



# AIR FORCE CORE PERSONNEL DOCUMENT (CPD)

ORGANIZATION: USTRANSCOM/TCJS CPD NUMBER: 9SR6863  
 SUPV LEVEL CODE: 8 COMP LEVEL CODE: S64A  
 TARGET GRADE: 9 FLSA: Non-Exempt  
 DRUG TEST: No CAREER FIELD ID: N  
 SENSITIVITY: Non-Critical Sensitive CENTRALLY MANAGED TYPE: N/A  
 EMERGENCY ESS: No BUS:  
 KEY POSITION: No POSITION HIST: New

CLASSIFICATION: Joint Secretariat Specialist GS-0301-09  
 DUTY TITLE: Joint Secretariat Analyst

ORG & FUNC CODE:  
 1ST SKILL CODE: 50% AKT Specialist/Analyst/Mission Support  
 2ND SKILL CODE: 25% AKTDTS Specialist/Analyst/Data Systems  
 3RD SKILL CODE: 25% ARG Management Analyst

CLASSIFICATION CERTIFICATION: CPD adequately and accurately reflects the local work situation to meet classification, staffing, and performance management purposes.

  
 CLASSIFIER'S SIGNATURE

11 MAY 2009  
 DATE

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

  
 SUPERVISOR'S SIGNATURE

16 MAR 09  
 DATE

## PERFORMANCE PLAN CERTIFICATION:

Ratee/Supv.				
Date				
Reviewer				
Date				
Employee*				
Date				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.



**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

The primary purpose of this position is: To serve as executive program specialist in the Command Section of USTRANSCOM, applying relative administrative and task management systems experience to analyze, develop, evaluate issues and develop recommendations to resolve substantive problems and issues of effectiveness and efficiency in a major command configurable workflow task management systems. Also, responsible for managing resources and providing executive administrative support to the Commander, Deputy Commander, Chief of Staff, and USTRANSCOM staff offices and three component commands of Surface Deployment and Distribution Command, Military Sealift Command, and Air Mobility Command.

The organizational location of this position is: United States Transportation Command (USTRANSCOM), Command Section, Office of the Chief of Staff-Joint Secretariat, Scott AFB, IL

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

The organizational goals or objectives of this position are: Performs executive level administrative support by providing leadership and guidance to USTRANSCOM staff and its components on a variety of issues and correspondence tasker system that deal with both technical and administrative subject matters. Manages the Command staff to ensure requirements and tasking support the USTRANSCOM point of view of the Commander, Deputy Commander, and Chief of Staff.

**DUTY 1:**

25% Critical

Serves as USTRANSCOM's Functional Proponent for task management (e-Staffing) initiatives, which includes the Task Management Tool (TMT) and SharePoint. Advises the Technical Proponent (TCJ6 and AMC) regarding the command's restructuring and aligning task activities across the staff to better utilize the automation and configurable task tracking capabilities of e-staffing. Analyzes, develops, and evaluates e-Staffing to develop recommendations on improvements and standards, and makes recommendation presentations to the board. Works with directorates to facilitate or effect those recommendations. Incumbent applies qualitative and quantitative analytical techniques that frequently require modification to fit a wide range of variables to ensure accurate reporting and tracking. Establishes, develops, and maintains effective working relationships with TMT and SharePoint IT points of contacts to include, programmers, contractors and staff system administrators. Provides advisory services to the directorates concerning the e-Staffing program, policies, instructions, and supporting toolset capabilities and configuration.

**STANDARDS:**

- A. Effectively and professionally establishes and maintains e-Staffing functional user responsibilities, including supporting toolsets, with few exceptions.
- B. Typically provides timely and professional inputs to recurring and intermittent e-Staffing management issues and ensures the task management programs are properly aligned with command portfolio objectives.
- C. Consistently ensures Command Directorates are kept up to date on all e-Staffing management issues.

KSA: 1, 2, 3, 5

**DUTY 2:**

20% Critical

Tasks the staff and components based on receipt of task. Searches a variety of sources to select information appropriate to the task and outlines the deliverable and timeline required for response. Verifies relevancy, adequacy, and sustainability, attainability, accuracy, and completeness of the information and recommendations. Guidelines require considerable adaptation and/or interpretation for application to e-Staffing issues and problems. Responsible for coordinating with command staff offices to ensure all major areas of concern are covered, as pertains to funding of the applications.

DATE:

Page

Employing capabilities of e-Staffing and SharePoint, creates reports for the Commander, Deputy Commander, and Chief of Staff, advising status of all active taskers. Assigns and monitors all command deadlines, tasks, and requirements for USTRANSCOM staff and component commands. Reports number of taskers by directorate/staff/component command for staff metrics. Prepares Excel spreadsheets on tasker status. Prepares PowerPoint slides on overdue taskers and weekly new taskers for vetting through the Deputies Council.

**STANDARDS:**

- A. With few exceptions, accurately documents planning and program development and produces well thought out and developed proposals and conclusions in a timely manner.
- B. Almost always coordinates effective actions with all organizations having input or being affected by plans and programs.
- C. Tasks are performed on time and accurately or rescheduled prior to suspense date.

KSA: 1, 2, 3, 5

---

**DUTY 3:**

15% Critical

As member of the Configuration Control Board (CCB), prepares and delivers written and oral presentations such as briefings, training sessions, and consultation sessions to secure cooperation across the staff and components in an effort to resolve controversial matters and convey information relative to proposed changes to e-Staffing and SharePoint. As CCB member, coordinates and resolves problems with the technical proponents.

**STANDARDS:**

- A. Generally prepares and presents effective comprehensive oral presentations in assigned area.
- B. Almost always, effectively represents the command with professionalism.

KSA: 1, 2, 3, 5

---

**DUTY 4:**

20% Critical

Responsible for the enforcement of policy, procedures, content, quality, and editing of all USTRANSCOM correspondence submitted to the Command Section. Researches, solicits, and selects material and information to be reviewed and/or signed by the USTRANSCOM Commander, Deputy Commander, and Chief of Staff. Prepares, edits, and coordinates correspondence and ensures technical and administrative accuracy through knowledge of policies, procedures, and guidelines. Responsible for independent resolution of issues concerning technical and literary merit of material. Responsible for recommending technical ways to authors to improve documents and reports. Establishes, updates, and maintains office procedures and records of various types that may be needed or will assist in the efficient operation of the office. Provides advice and guidance to subordinate directorate staff and clerical personnel on the command's administrative, clerical, and procedural requirements and instructions, and assists in solving complex problems to which existing guidelines cannot be applied. Develops, establishes, and maintains office procedures to ensure efficient and effective operations regarding the administrative, clerical, and procedural work of the unit.

**STANDARDS:**

- A. Almost always advises office staff properly and in accordance with rules, regulations, and policies to ensure consistency and regulatory compliance.
- B. Consistently researches and verifies accuracy, currency, and completeness of information in correspondence, reports, etc.

DATE:

Page

C. Effectively exercises diplomacy in providing guidance to high level officials, managers, supervisors, and project officers.

KSA: 1, 2, 3, 4, 5

---

**DUTY 5:****20% Critical**

Establishes, maintains, purges, and disposes of files and records in accordance with established regulations and procedures. May be required to make travel arrangements. Prepares, consolidates, submits, and maintains time and attendance records in accordance with established procedures. Researches and purchases office supplies, printing support, and related materials and services. Responsible for receipt, control, logging, safekeeping, and necessary actions on all classified materials. Uses varied and advanced functions of word processing software to create, format, modify, edit, and print a variety of letters, reports, memos, and other textual documents. Uses advanced functions to generate tables of contents, import graphs or databases, create glossaries, and align multiple columns. Performs such functions as add, copy, correct, delete, or move text; automatically print document identification or other notations at the top or bottom of each page; automatically number pages; create form letters and automatically merge these with mailing lists; check documents for spelling errors; designate some characters as boldfaced, underlined, and/or italic; and search for and change specific text within a document. Independently carries out familiar assignments in accordance with previous instructions, standard procedures for creating documents or entering or retrieving data, and established use of software packages. Recognizes differences in existing procedures and applications and makes choices from among established alternatives. Steps and procedures differ in terms of the type of document or specific report to be produced or edited, the specific formatting required for a document, the existence of prerecorded formats, and other differences of a factual nature. Receives and transmits electronic mail.

**STANDARDS:**

A. Generally files, travel arrangements, and time and attendance records are accurate, timely, and nearly always satisfy command staff requirements.

B. Typically uses word processing software effectively and appropriately to prepare/develop accurate and useful documents.

C. Routinely receives and transmits electronic messages and documents promptly and appropriately.

KSA: 3, 4, 5

---

**RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA):**

1. Knowledge and skill in applying analytical and evaluative methods and techniques to issues or studies concerning the efficiency and effectiveness of program operations toward development and/improvement of critical command task management plans and programs.

2. Skill in designing and conducting comprehensive studies, and preparing solutions to resolve substantive problems and issues of effectiveness and efficiency of work operations and task management functions in a major command program.

3. Knowledge of various office automation software processing procedures and function keys to produce a wide range of documents that often require complex formats such as graphics and tables within text, to edit and reformat electronic drafts, and to update and revise existing databases or spreadsheets.

4. Ability of communicate both orally and in writing, clearly, concisely, and with technical accuracy.

5. Ability to plan, organize, and negotiate effectively with senior analysts and management to accept and implement recommendations, where proposals involve substantial resources, and require extensive changes in established concepts and procedures.

## CLASSIFICATION CRITERIA:

## Factor 1, Knowledge Required by the Position

Level 1-6

950 Points

-- Skill in applying analytical and evaluative techniques to the identification, consideration, and resolution of issues or problems of a procedural or factual nature.

-- Skill in designing and conducting comprehensive studies, and developing solutions to assigned portions of broad, important, and complex task management activities regarding the command e-Staffing, TMT, or other administrative services suspense and tracking tools.

-- Ability to plan, organize, and develop studies or projects, making recommendations on task management activities and programs, and negotiate effectively with other to accept and implement recommendations, where proposals involve substantial resources.

-- Basic knowledge of DOD and USTRANSCOM policies and regulations, and organizational structures, missions, and functions.

-- Knowledge of word processing and task management software functions to support administrative operations and produce a variety of study reports, graphs, charts, programming documents, etc.

## Factor 2, Supervisory Controls

Level 2-3

275 Points

The employee receives specific projects in terms of issues, organizations, functions, or work processes to be studied along with deadlines for completion of work. The supervisor provides assistance on highly controversial issues or on the application of qualitative or quantitative analytical methods for studies for which precedent studies are not available. The employee plans, coordinates, and carries out the successive steps of the project. Work is reviewed for conformance with overall requirements as well as contribution to the objectives of the study. Completed work products are reviewed for consistency of facts and figures, choice of appropriate analytical methods, and practicality of recommendations. Findings and recommendations developed are reviewed prior to release, publication, or discussion with management officials.

## Factor 3, Guidelines

Level 3-3

275 Points

The guidelines include standard reference materials, texts, and manuals covering analytical methods and techniques and the subjects of assigned projects. Analytical methods contained in the guidelines are not always directly applicable to specific work assignments; however, precedent studies on similar subjects may be available for reference. The employee must use judgment to choose, interpret, or adapt available guidelines because they are not completely applicable to the work. Incumbent uses judgment in researching regulations, and in determining the relationship between guidelines, program effectiveness, and productivity.

## Factor 4, Complexity

Level 4-3

150 Points

The work involves dealing with problems and relationships of a procedural nature, within command with related functions and objectives. The employee analyzes the issues in the assignment, then selects and applies accepted analytical techniques to the resolution of procedural problems affecting the efficiency, effectiveness, or productivity of the organization and/or workers studied. Findings are presented in a narrative report containing a statement of the issue or problem, background, observations, options for change, and recommendations for action or through a briefing.

## Factor 5, Scope and Effect

Level 5-3

150 Points

The employee plans and carries out projects of a procedural or conventional nature to improve efficiency and productivity of organizations and employees in administrative support activities or organizations of limited size and

DATE:

Page

**CORE PERSONNEL DOCUMENT**

Number: 9SR6863

scope. Completed reports and recommendations influence decisions by managers concerning the internal operations of the organization and activities studied.

**Factor 6/7, Personal Contact/Purpose of Contacts**

Level 6/7-2b 75 Points

Contacts are with employees, supervisors, and management officials of the same agency but outside the immediate office, or employees and representatives of private concerns in a moderately structured setting.

The purpose is to provide advice to managers on noncontroversial organization or program related issues or concerns. Contacts typically involve such matters as identification of decision-making alternatives; appraisals of success in meeting goals; or recommendations for resolving administrative problems.

**Factor 8, Physical Demands**

Level 8-1 5 Points

Work is generally performed in an office setting. A moderate amount of walking and standing is required when attending meetings and conferences, and in visiting other offices and buildings.

**Factor 9, Work Environment**

Level 9-1 5 Points

Most work is performed in a properly heated and ventilated, air conditioned, and well-lighted office setting.

---

Other significant facts pertaining to this position are:

1. Work may occasionally require travel away from the normal duty station on military or commercial aircraft.
  2. May be required to work short notice overtime or on weekends.
- 

**CLASSIFICATION SUMMARY:**

CLASSIFICATION STANDARD(S) USED: US OPM PCS for Miscellaneous Administration and Program Series, GS-0301. TS-34, dated Jan 1979; US OPM Administrative Analysis Grade Evaluation Guide, TS-98, dated Aug 1990.

FACTOR LEVELS AND POINTS: 1-6, 950; 2-3, 275; 3-3, 275; 4-3, 150; 5-3, 150; 6-2/7b, 75; 8-1, 5; and 9-1, 5

GS-09 Point Range: 1855 - 2100

Total Points: 1885

Grade Conversion: GS-09

**CLASSIFICATION REMARKS:****CLASSIFICATION REMARKS:**

1. Series Determination: The position performs duties to serve as USTRANSCOM's Functional Proponent for task management (e-Staffing) initiative; advises the technical Proponent (TCJ6 and AMC) regarding command's restructuring and aligning task activities across the staff to better utilize automation and configurable task tracking capabilities of e-Staffing. There is no specific occupational series which covers this type of work; therefore, the position is allocated to the GS-0301 series.
  2. Title Determination: There are no prescribed titles for positions allocated to the GS-301 series. Based on current duties, the most descriptive title is Joint Secretariat Specialist.
  3. Grade Determination: The position was evaluated by application of US OPM Administrative Analysis Grade Evaluation Guide. The standard provides grading criteria under the Factor Evaluation System (FES).
- 

DATE:

Page



NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) STANDARD POSITION DESCRIPTION (SPD)																										
POSITION AND HIRING INFORMATION    CLC: OW8A Comp Area: AA																										
1. STANDARD POSITION NUMBER 43308		2. POSITION TITLE Assistant Chief of Staff			3. OCCUPATIONAL CODE 0301																					
4. ORGANIZATIONAL TITLE Assistant Chief of Staff		5. CAREER GROUP 0301	6. PAY SCHEDULE YA	7. PAY BAND 03	8. TARGET PAY BAND 03	9. OPM FUNCTIONAL CODE																				
10. DRUG TEST <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	11. BUS CODE 8888-5USC Ch 7112(b)(1)	12. FAIR LABOR STANDARDS ACT <input type="checkbox"/> N <input checked="" type="checkbox"/> E 5 CFR 551.206			13. DOD SUPERVISORY STATUS & AF SL DoD-5/AF-5																					
14. KEY/EMERGENCY ESSENTIAL  Key	15. MOBILIZATION INDICATOR  N/A		16. ENVIRONMENTAL/HAZARD DIFFERENTIAL  N/A		17. CERTIFICATION REQUIRED  <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO																					
18. POSITIVE EDUCATION REQUIREMENTS  <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		19. LANGUAGE REQUIRED  <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		20. LANGUAGE IDENTIFIER  N/A																						
21. FINANCIAL STATEMENTS REQUIRED  <input checked="" type="checkbox"/> YES <input type="checkbox"/> No		22. POSITION SENSITIVITY  Critical Sensitive		23. PAY POOL IDENTIFIER		24. LAUTENBERG/SMITH AMENDMENT  <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO																				
<b>25. DUTIES</b> The primary purpose of this position is to serve as senior technical advisor and executive administrative manager to the USTRANSCOM Chief of Staff. Provides executive leadership and direction in the formulation, development, and execution of a full and complex range of management command functions, which includes: protocol, public affairs, office of secretariat, information management, and facility management. Develops goals, oversees the development of policies and procedures and objectives that integrate the Commander's management and mission objectives, vision, and strategy. Recognized as a command expert in the development and interpretation of TRANSCOM guidance in support of program analysis and evaluation, and special Command's projects. Provides senior expert professional consultative functional skills in applying and developing workable strategies and implementation for command initiatives to senior leaders. Represents the Chief of Staff by serving on various committees, working groups, variety of command and functional area organizations. Attends meetings and conferences with senior leaders and officials and acts as the Chief of Staff's "trouble shooter" in resolving complex command issues and problems. Oversees through completion highly complex, extremely sensitive analytical studies that require input and assistance from senior leaders, managers, experts, and subject matters experts in fields that are important to the command vision in rapidly changing and challenging times. Works at the executive level to determine over arching command wide areas of improvement. Prepares a variety of documents such as analytical reports, program assessments, briefing materials, decision memoranda, correspondence, and other documents related to the specific areas of assignment. May be required to act as the Chief of Staff during Chief of Staff's absence with full supervisory responsibilities.																										
<b>26. POSITION'S ORGANIZATION</b> USTC/TCCS																										
27. POSITION OCCUPIED  Competitive			28. a. DUTY STATION (City - County - State Or Overseas Location) Scott AFB, Illinois, IL b. GEOGRAPHICAL LOCATION CODE 177835163																							
<b>29. Core Competencies</b>  Air Force Skill Codes: <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="width: 15%;">Percentage</th> <th style="width: 20%;">Skill Code</th> <th style="width: 10%;">Shred</th> <th style="width: 10%;">Subshred</th> <th style="width: 45%;">Literal Translation</th> </tr> </thead> <tbody> <tr> <td>50%</td> <td>AKM</td> <td></td> <td></td> <td>Officer/Administrator</td> </tr> <tr> <td>50%</td> <td>ARL</td> <td></td> <td></td> <td>Program Analysis</td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>							Percentage	Skill Code	Shred	Subshred	Literal Translation	50%	AKM			Officer/Administrator	50%	ARL			Program Analysis					
Percentage	Skill Code	Shred	Subshred	Literal Translation																						
50%	AKM			Officer/Administrator																						
50%	ARL			Program Analysis																						

# **NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) POSITION DESCRIPTION**

## **30. COMPONENT INFORMATION**

a. STANDARD OCCUPATION CODE (SOC) 3C1		b. NATIONAL GUARD BUREAU <input type="checkbox"/> DUAL STATUS <input type="checkbox"/> NON-DUAL STATUS		c. AIR/ARMY RESERVE TECHNICIAN <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
d. AF SPEC CODE/ MIL OCCUPATIONAL SPEC N/A	e. ROLE	f. SPECIALTY		g. SCOPE AND IMPACT
h. ORGANIZATIONAL ENVIRONMENT COCOM	i. CAREER FIELD/ COMMUNITY E	j. RESERVED FOR COMPONENT USE N/A		31. PPP OPTION CODE N/A

## **32. SKILLS INFORMATION**

1. Expert knowledge of administrative management support functions, principles, techniques and programs.
2. Expert knowledge in developing, adapting, modifying, and applying advance mgt principles & techniques to define, clarify and/or solve problems, and to negotiate and defend findings and alternative solutions for senior level mgt.
3. Knowledge of the mission, roles, functions, organizational structures and operations of USTRANSCOM, DoD, AF, and organizations that govern, interface with and/or influence the command.
4. Mastery knowledge of application of qualitative and quantitative methods for assessment and improvement of program effectiveness.
5. Ability to communicate effectively with others, both orally and in writing; in situations to work out solutions to sensitive complex problems or issues. Ability to promote effective working relationships.
6. Analytical ability, judgment, discretion, and knowledge of a substantial body of administrative or program principles, concepts, policies, and objectives. Ability to balance program requirements against overall management goals.


## **33. CONDITIONS OF APPOINTMENT**

May be required to travel by military and/or civilian aircraft in the performance of official duties.

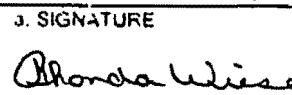
## **34. OTHER REQUIREMENTS**

a. DOD RESERVED	b. DOD RESERVED	c. DOD RESERVED	d. DOD RESERVED	e. COMPONENT USE

## **35. AUTHORIZED MANAGEMENT OFFICIAL**

a. SIGNATURE  WILLIAM H. JOHNSON, MG, USA	b. TITLE CHIEF OF STAFF	c. DATE (YYY/MM/DD) 2008/08/19
--	----------------------------	-----------------------------------

## **36. CLASSIFICATION APPROVED BY**

a. SIGNATURE 	b. TITLE HR Specialist	c. DATE (YYYYMM/DD) 2008/09/10
---	---------------------------	-----------------------------------





## AIR FORCE STANDARD CORE PERSONNEL DOCUMENT (SCPD)

ORGANIZATION: USTRANSCOM/TCCS-JS  
 SUPV LEVEL CODE: 1  
 TARGET GRADE: ~~12~~ 4C-02  
 JOB SHARE: No  
 SENSITIVITY: Critical Sensitive  
 EMERGENCY ESS: No  
 KEY POSITION: No

SCPD NUMBER: 9S42735  
 COMP LEVEL CODE: ~~798A~~  
 FLSA: Exempt  
 CAREER PROG ID: NA  
 BUS: 8888 — *cas 7/19/04*  
 DRUG TEST: No  
 POSITION HIST: Replaces PD #41816

CLASSIFICATION: Supervisory Joint Secretariat, ~~GS-301-12~~ 4C-301-02  
 DUTY TITLE: Supervisory Executive Staff Officer

BT 10/19/02

## ORG &amp; FUNC CODE:

1ST SKILL CODE: 35% ARGRFT Management Analyst, Communications Management  
 2ND SKILL CODE: 35% AKTDCM Specialist/Analyst, Documentation  
 3RD SKILL CODE: 30% 1VHRFP Editor, Directives

SCPD DEVELOPED AND CLASSIFIED BY: HQ AFPC/DPCMC, 5/10/00

CLASSIFICATION CERTIFICATION: SCPD adequately and accurately reflects the local work situation to meet classification, staffing, and performance management purposes.

*[Signature]*  
 CLASSIFIER'S SIGNATURE

3 May 05  
 DATE

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

*[Signature]*  
 SUPERVISOR'S SIGNATURE

25 April 05  
 DATE

## PERFORMANCE PLAN CERTIFICATION:

Rater/Supv.				
Date				
Reviewer				
Date				
Employee*				
Date				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

NSPS-  
 IAW DOD 1400.25M (4-28-06):  
 Employee's performance plan in this PD is superseded by  
 NSPS guidelines, and is documented on DOI form 2906  
*Feb 15 Oct 06*

BUS CODE: Position is excluded from the  
 bargaining unit IAW Chapter 71 - supervisory

*By 7-31-06*

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

The primary purpose of this position is: To serve as a first level supervisor, providing planning, directing, organizing, and exercising control over nonsupervisory employees assigned to USTRANSCOM/TCCS-JS.

The organizational location of this position is: United States Transportation Command, Command Group, Office of Joint Secretariat and Information Management, Scott AFB IL.

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

The organizational goals or objectives of this position are: To provide leadership and guidance to USTRANSCOM and its components on a variety of issues, tasks and correspondence that deal with both technical and administrative subjects. Coordinates and consolidates USTRANSCOM staff and its components efforts resulting from the USTRANSCOM Commander, Deputy Commander, and Chief of Staff requirements and taskings. Supervises office staff efforts to accurately and efficiently conduct business for the USTRANSCOM staff and its components.

---

**DUTY 1:****% Critical**

Plans, organizes, and directs the activities of TCCS-JS, ensuring that policies and procedures of the Joint Secretariat and Information Management for USTRANSCOM and its components complies with legal and regulatory requirements and meets customer needs. Develops goals and objectives that integrate organization and USTRANSCOM objectives. Researches, interprets, analyzes and applies technical and administrative guidelines, policies, regulations, etc. Establishes policies and procedures for accomplishment of all written correspondence, taskers, records management, communication, and information management. Plans and schedules work in a manner that promotes a smooth flow and even distribution. Coordinates plans and schedules with other organization managers and customers as appropriate. Identifies need for changes in priorities and takes action to implement such changes. Plans work to be accomplished by subordinates, sets and adjusts short-term priorities, and prepares schedules. Assigns work to subordinate employees based on organization priorities and consideration of difficulty and requirements of assignments such that the experience, training, and abilities of staff are effectively utilized to meet organization and customer needs. Balances workload and provides advice, guidance, and direction on a wide range of technical and administrative command issues. Structures assignments to create effective and economical positions. Coordinates with other organization managers and customers as appropriate. Reviews organization mission, functions, and manning. Identifies requirements and initiates requests for additional resources including personnel, overtime, equipment, supplies, and space to ensure success in meeting goals and objectives. Provides advice to supervisor of significant issues and problems related to work accomplishment. Establishes metrics and analysis systems to ensure actions are timely and reviewed at critical points. Accepts, amends, or rejects work presented by subordinates. Performs self-inspection and presents detailed and comprehensive report with any corrective action taken to supervisor. Follows-up to ensure complete and quality resolution of discrepancies. Assesses and revises policies and procedures as needed to find ways to improve quality, timeliness, and efficiency of work.

**STANDARDS:**

- A. Planning, organizing, and directing efforts typically comply with higher headquarters guidance and achieve organization and customer needs.
- B. Management of resources normally meets the needs of the staff and customers adequately and effectively.
- C. Methods established to review actions are usually effective and ensure legal and regulatory compliance issues and/or customer concerns are promptly identified and addressed.

**KSA: 1, 2, 3, 4**

---

**DUTY 2:****% Critical****DATE: 5/10/00****Page 2**

Exercises supervisory personnel management responsibilities. Advises and provides counsel to employees regarding policies, procedures, and directives of management. Selects or recommends selection of candidates for vacancies, promotions, details, and reassignments in consideration of skills and qualifications, mission requirements, and EEO and diversity objectives. Develops, modifies, and/or interprets performance standards. Explains performance expectations to employees and provides regular feedback on strengths and weaknesses. Holds employees responsible for satisfactory completion of work assignments. Appraises subordinate workers performance ensuring consistency and equity in rating techniques. Recommends awards when appropriate and approves within-grade increases. Hears and resolves employee complaints and refers serious unresolved complaints to higher level management. Initiates action to correct performance or conduct problems. Effects minor disciplinary measures such as warnings and reprimands and recommends action in more serious disciplinary matters. Prepares documentation to support actions taken. Identifies employee developmental needs and provides or arranges for training (formal and on-the-job) to maintain and improve job performance. Encourages self-development. Approves master leave schedule assuring adequate coverage for peak workloads and traditional holiday vacation time. Demonstrates sensitivity to ideas of subordinates. Promotes an environment in which employees are empowered to participate in and contribute to effective mission accomplishment. Discharges security responsibilities by ensuring education and compliance with security directives for employees with access to classified or sensitive material. Recognizes and takes action to correct situations posing a threat to the health or safety of subordinates. Applies EEO principles and requirements to all personnel management actions and decisions, and ensures all personnel are treated in a manner free of discrimination. Periodically reviews position descriptions to ensure accuracy, and the most effective utilization of personnel resources. Explains classification determinations to subordinate employees.

**STANDARDS:**

- A. Personnel management actions initiated are typically prompt, accurate, and well considered in terms of mission, legal, regulatory, and EEO objectives.
- B. Consistently observes and complies with health, safety, and security directives.
- C. Ordinarily recognizes and arranges for training of subordinates in a timely manner.

KSA: 1, 2, 3, 4

---

**DUTY 3:**

% Critical

Represents USTRANSCOM with a variety of installation and functional area organizations. Establishes, develops, and maintains effective working relationships with Office of the Secretary of Defense (OSD), Department of Defense (DOD), Air Force, Joint Staff, component commands, other agencies, and industry. Meets with key customer and coordinating officials to assess customer satisfaction, explain organization policy and procedures, and resolve problems that arise. Provides or ensures that subordinates provide customer guidance and training. Participates in special projects and initiatives and performs special assignments. Identifies the need for special projects and initiates milestones and goals. Evaluates reports by analyzing facts and performing appropriate research and prepares detailed responses. Determines appropriate recommendations for unresolved or questionable problems and performs follow-up. Researches and determines or recommends appropriate actions or interpretation of issues that impact organization, installation, command, or agency.

**STANDARDS:**

- A. Interactions with internal and external officials and/or customers are usually diplomatic, convincing, professional, and promote effective working relationships.
- B. Recommendations are almost always thoroughly researched and analyzed to ensure all issues are properly addressed.
- C. Typically ensures participation and outcomes of special projects result in positive impact on the organization and/or improves quality.

DATE: 5/10/00

Page 3

KSA: 1, 4

---

DUTY 4:

% Critical

As Executive Staff Officer, manages tasks and responds to taskings of the Command and its components and ensures the policies of the Commander, Deputy Commander, and Chief of Staff are carried out. Independently delegates taskings to high ranking management officials with a high degree of tact and diplomacy. Responds to short-notice requests to assign special duties or projects. Responds to taskings related to a variety of complex issues and programs, including the requirements for short notice products concerning issues such as transportation, logistics, budget, resources, information systems, etc. Assists in the development and interpretation of policies for assigned programs by conducting background research and developing apparent options. Reviews talking papers, program fact papers, staff summary sheets, packages, etc., as required. Directs the development and implementation of internal and external controls and performance measures for all programs for which responsible. Determines trends and patterns and identifies concepts, methods, and techniques having possible impact on levels of application.

## STANDARDS:

- A. Almost always ensures effective, proactive approach in independently accomplishing assignments.
- B. Normally tasks are performed on time or rescheduled prior to becoming delinquent.
- C. Maintains a current knowledge of and compliance with, all guidelines, policies, procedures, and regulations associated with responsibilities.
- D. Normally is effective in presenting and resolving issues, program considerations, and technical interests to high ranking officials, managers, supervisors, and employees both internal and external to the command.

KSA: All

---

DUTY 5:

% Critical

Directs the development or develops and prepares comprehensive responses for all assigned program inquiries; i.e., congressional, OSD, DOD, Joint Staff, component commands, other agencies, private sector, etc. Plans and executes a variety of projects and assignments essential to USTRANSCOM and as directed by the Commander, Deputy Commander, and Chief of Staff. Appropriately tasks concerned organizations for data and draft responses to inquiries. Highlights critical elements of each inquiry, ensuring the most important items are addressed. Secures comprehensive coordination of all responses. Prepares or directs the preparation of papers, reports, correspondence, etc. Represents the Commander, Deputy Commander, or Chief of Staff at meetings concerning command plans, interpretation of policies, special events, and projects. Participates in discussions with high-ranking military officers and civilians to explain the command's position.

## STANDARDS:

- A. Actively and effectively articulates the command position as appropriate and participates in the resolution of issues.
- B. Almost always independently identifies the need for and initiates special projects and studies.
- C. Ensures final product meets stated objectives, addresses pertinent issues, and reflects an understanding of the impact of the project and/or final product.

KSAs: All

---

DUTY 6:

% Critical

DATE: 5/10/00

Page

Responsible for policy, procedure, content, quality, and editing of all USTRANSCOM correspondence submitted to the Command Section. Researches, solicits and selects material and information to be reviewed and/or signed by the USTRANSCOM Commander, Deputy Commander, and Chief of Staff. Assigns and monitors all deadlines, tasks and requirements for USTRANSCOM and its components. Obtains written and oral guidance concerning relevance of subject matter. Prepares, edits, and coordinates correspondence and ensures technical and administrative accuracy through personal knowledge and use of policies, procedures, and guidelines. Consults with command section, directorates, and component commands concerning major changes. Resolves disagreements concerning technical or literary merit of material. Suggests ways, means, and techniques to authors to improve material.

**STANDARDS:**

- A. Consistently researches and verifies accuracy, currency, and completeness of information of correspondence, reports, etc.
- B. Effectively exercises diplomacy in providing guidance to high level officials, managers, supervisors, and project officers.
- C. Effectively consults with authors on major changes to correspondence, reports, etc.

**KSA: All****DUTY 7:****% Critical**

As the Executive Staff Officer serves as special projects officer on communications, information management, resource management, etc., issues. Develops plans, policies, and procedures/guidelines. Performs unique USTRANSCOM directed projects. Directs/conducts studies of current or projected programs. Analyzes and evaluates functional areas projects. Defines and implements improvements and accommodates management needs. Monitors compliance and takes action to correct deficiencies as necessary. Develops the best methods of obtaining and presenting USTRANSCOM position and to improve effectiveness. Investigates and analyzes a wide variety of unusual problems. Assesses the productivity, effectiveness and efficiency of administrative support and staff activities. Establishes criteria to identify and measure and/or predict the attainment of project or organizational goals and objectives. Studies, analyzes and seeks to improve productivity, effectiveness and efficiency in program operations and/or administrative support activities. Analyzes the affects on plans, goals, and effectiveness of missions and programs that may have a major impact. Develops options, recommendations, and conclusions and gives appropriate weight to uncertainties about the data and other variables. Keeps the Commander, Deputy Commander, and Chief of Staff adequately informed on status of important command issues. Provides management accurate historical, fiscal, and staffing data or trend analyses to persuasively defend functional area projects and programs.

**STANDARDS:**

- A. Typically develops the administrative procedures, supporting policies, and training needs for assigned projects.
- B. Routinely ensures office procedures meet command needs and are consistently understood
- C. Normally coordinates work flow and taskings within the Command, component commands, other agencies, etc., as needed.

**KSAs: All****RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA):**

1. Knowledge of the USTRANSCOM missions, objectives, and procedures and how those interrelate with other program areas in order to assign/monitor taskings within the Command, component commands, etc.
2. Knowledge of a wide range of communication, to include processes, procedures, and regulations governing style, format and grammar appropriate for military, executive level communication.

DATE: 5/10/00

Page 5

3. Knowledge of safety and security regulations, practices, and procedures.
  4. Ability to plan, organize, and direct the functions and staff of a small to medium sized organization.
  5. Ability to communicate effectively, both orally and in writing.
  6. Knowledge of research methods as well as ability to analyze material and write briefly, accurately, and clearly.
  7. Skill in gaining cooperation from others using tact, courtesy and diplomacy.
- 

**CLASSIFICATION CRITERIA:****Factor 1, Program Scope and Effect**

Level 1-2

350 Points

**-- Scope:**

The Joint Secretariat provides administration policy guidance and procedures to support USTRANSCOM and its components. The guidance, in the form of rules and regulations, helps USTRANSCOM satisfy all legal requirements and meet customer needs in the area of communications and information management.

**-- Effect:**

The services provided affects USTRANSCOM and its components on a variety of issues, tasks and correspondence that deal with both technical and administrative subjects.

**Factor 2, Organizational Setting**

Level 2-3

350 Points

The employee is accountable to the Chief of Staff which is a general officer position.

**Factor 3, Supervisory and Managerial Authority Exercised**

Level 3-2c

450 Points

The incumbent plans and schedules work to be accomplished by subordinates, sets and adjusts short-term priorities; assigns work in consideration of employee skills and mission requirements; develops performance standards and rates subordinates' performance; advises employees on work and administrative matters; implements methods and procedures to improve organizational performance; and identifies and provides for employee training and development. The employee also recommends selection of candidates for positions; recommends position structure changes; takes disciplinary actions and hears and resolves formal employee complaints and grievances as delegated by higher level management; and assesses and revises policies and procedures as needed to find ways to improve quality, timeliness, and efficiency of work.

**Factor 4, Personal Contacts****Subfactor 4A- Nature of Contacts**

Level 4A-3

75 Points

The employee has frequent contacts with all levels of management, including General Officers and Senior Executive Service (SES) members, located at USTRANSCOM, the component commands, Air Force, Joint Staff, other agencies and industry. Contacts range from informal discussions to very formal meetings. Meetings sometimes require extensive preparation of briefing materials and substantial input by subordinate organizations. Describe the personal contacts, and how often and setting of contacts.

**Subfactor 4B- Purpose of Contacts**

Level 4B-2

75 Points

The purpose of the contacts is to ensure that information provided both within the command and to external customers is accurate, consistent and meets the needs of the interested parties. The employee is required to articulate the command position as appropriate on issues and participate in the resolution of issues.

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

Level 5-5

650 Points

The position is responsible for providing direction and supervision over work at the GS-9/11 level which best characterizes the nature of the basic, mission oriented, nonsupervisory work performed in the organization and which constitutes 25 percent or more of the workload (not positions or employees) of the organization.

**Factor 6, Other Conditions**

Level 6-3

975 Points

Supervision and oversight at this level requires exceptional coordination and integration of a number of very important and complex program elements of administrative work involving the establishment and monitoring of the regulations/policies for all written correspondence, taskers, records management, communication and information management for USTC. This work is best described as equivalent to the GS-09 level administrative work that places significant demands on the incumbent to resolve conflicts and maintain compatibility of interpretation, judgment, logic, and policy application

---

**Other significant facts pertaining to this position are:**

1. Work may occasionally require travel away from the normal duty station on military or commercial aircraft.
  2. Incumbent must be able to obtain and maintain a Top Secret clearance.
  3. May be required to work short notice overtime or on weekends.
- 

**CLASSIFICATION SUMMARY:**

**CLASSIFICATION STANDARD(S) USED:** US OPM PCS for General Schedule Supervisory Guide, TS-123, April 1993, revised in April 1998; and DOD Supplementary Guide to the GSSG, June 1993 (HRCD-7, July 1999).

GS-12 Point Range: 2755 - 3150

Total Points: 2925

Grade: GS-301-12

**CLASSIFICATION REMARKS:**





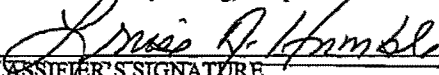
# AIR FORCE CORE PERSONNEL DOCUMENT (CPD)

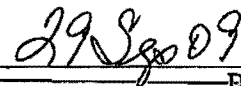
ORGANIZATION	USTRANSCOM/TCJ3-J	CPD NUMBER	9SR7324
SUPV LEVEL CODE	8	COMP LEVEL CODE	62FA
TARGET GRADE	12	FLSA	Exempt
DRUG TEST	No	CAREER FIELD ID	N
SENSITIVITY	Non-Critical Sensitive	CENTRALLY MANAGED TYPE	No
EMERGENCY ESS	No	BUS	AF2264
KEY POSITION	Yes	POSITION HIST	Mil to Civ

CLASSIFICATION Transportation Systems Specialist, GS-0301-12  
DUTY TITLE

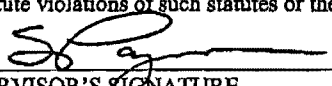
ORG & FUNC CODE	OPY	Operations
1ST SKILL CODE 30%	FMM1HU	Transportation Services/Air
2ND SKILL CODE 35%	APMDBM	Computer Specialist/Data Base Management
3RD SKILL CODE 35%	ARG/PLN	Management Analysis/Planning

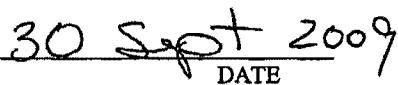
CLASSIFICATION CERTIFICATION CPD adequately and accurately reflects the local work situation to meet classification, staffing, and performance management purposes

  
CLASSIFIER'S SIGNATURE  
Lenise Humble, AFMA/MAH

  
DATE

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

  
SUPERVISOR'S SIGNATURE  
SCOTT PAYNE, LtCol, USMC  
Scheduling Chief, Joint Operational Support Airlift Center

  
DATE

## PERFORMANCE PLAN CERTIFICATION

Rater/Supv				
Date				
Reviewer				
Date				
Employee*				
Date				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION**

The primary purpose of this position is To serve as the primary Aviation Transportation Information Technology (IT) specialist Monitors availability and readiness of the Operational Support Airlift (OSA) enterprise Analyzes OSA policies and programs Coordinates OSA airlift analysis issues for USTRANSCOM Commander, combatant commanders, Joint Staff, and Services Understands and integrates the roles and responsibilities of JDDE in an effort to optimize the distribution process Applies Customer Relationship Management (CRM) principles to improve customer support by better understanding their needs and reaching to them effectively

The organizational location of this position is USTRANSCOM, Operations Directorate, Joint Operational Support Airlift Center, Scott Air Force Base IL

**ORGANIZATIONAL GOALS OR OBJECTIVES**

To enable USTRANSCOM to meet responsibilities as the DoD single manager for the overarching OSA enterprise and to identify the most appropriate and responsive forces, best capable of meeting identified requirements To enable USTRANSCOM to maintain Total Asset Visibility and In-Transit Visibility (TAV/ITV), influence effective scheduling, and provide informed fleet-sizing recommendations by tracking availability and utilization of limited OSA resources

**DUTY 1****25% Critical**

Serves as advisor and primary technical systems expert Provides advice and technical expertise in the use of various information technology transportation systems Ensures Information Technology (IT) systems utilized by the OSA enterprise collect and provide appropriate and timely data to all OSA stakeholders Maintains familiarity in the use of information technology transportation systems, i.e. GDSS, SMS, GTN, JALIS/JALIS NG, Logbook and others to monitor enterprise operations Maintains and makes required modifications to the ORACLE databases within assigned areas Designs and codes windows based client server programs so that they are adequate for the mission needs Communicates routinely with stakeholders involved in the OSA process Monitors and maintains transportation systems which support the needs of DoD OSA Establishes and maintains IT security Plans and implements security techniques and procedures to ensure organization and agency standards are met Accomplishes risk analysis, accreditation and certification packages in accordance with agency requirements and time frames Identifies the need for special projects and initiates milestones and goals Evaluates reports by analyzing facts and performing appropriate research and prepares detailed responses Determines appropriate recommendations for unresolved or questionable problems and performs follow-up Researches and determines or recommends appropriate actions or interpretation of issues that impact organization, installation, command, or agency Develops and produces briefing presentations to support the Division Chief and senior USTRANSCOM staff

**STANDARDS**

- A Effectively queries relational databases, accurately analyzes data, and provides written and oral reports on this analysis
- B With few exceptions, demonstrates expert technical knowledge's and sound analytical skills and techniques
- C Regularly provides sound advice and technical expertise on OSA airlift operations systems requirements, makes appropriate recommendations

KSA 1, 2, 3, 4, 5, 6

**DUTY 2****25% Critical**

As the JOSAC Division Operations Research Analyst and Information Technology Specialist, reviews, analyzes and evaluates current or projected OSA programs to determine their overall effectiveness and compliance with applicable laws, regulations, agreements and policies. Analyzes, studies, and evaluates OSA airlift activities across services, major command and geographic regions. Coordinates with representatives of other organizations concerning sensitive and/or complex issues and their relationships to OSA requirements and other functions and organizations. Based on program analysis and reviews, initiates and develops OSA policies and procedures, including guidance materials to explain changes. Analyzes OSA program objectives, policies, work operations and progress, resource estimates and usage, and any other associated aspects of operating programs. Identifies and prepares reports addressing actual or potential program area trends, significant program policy and procedural information. Maintains continuous review over assigned programs, identifies problems, and recommends cost-effective alternative policies and programs. Maintains constant contact with command and organization personnel regarding problems in achieving program requirements and their impact on logistics policies. Composes correspondence and prepares study reports identifying decisions, recommendations, and policy actions initiated to accomplish OSA support objectives. Where required, reports the need for command/organization actions to resolve logistical problems or to correct deficient performance. Informs superiors on controversial matters or problems and recommends corrective action. Briefs managers and officials on policy issues, problem resolutions, and program accomplishments.

#### STANDARDS

A Ability to accurately analyze the management, planning, and scheduling of future OSA transportation requirements based on availability of airlift assets, mission requirements, and the complete analysis of transportation trends

B Develops accurate policy and guidance related to OSA airlift operations and provides sound advice and technical expertise on OSA airlift operations

C Regularly analyzes and evaluates policies and objectives to identify significant changes, potential problem areas, and measure overall effectiveness

KSA 1, 2, 3, 4, 5, 6

#### DUTY 3

25% Critical

Performs database queries, data analysis, and data reporting. Identifies systems problems and develops or recommends corrective action. Responsible for utilizing and modifying existing database queries, building complex or difficult queries of relational databases, and making recommendations for automated reporting measures. Troubleshoots/resolves problems of software and hardware capability with transportation systems. Provides technical support to the division in the use of OSA Information Management Systems, customized and commercial software and corrects procedural problems with minimum disruption of daily OSA operations. Develops procedures and recommends methods to ensure rapid access to all relevant data. Develops recommendations to improve various standard databases and software. Analyzes archived data and its use and makes recommendations to ensure optimum availability and storage efficiency. Analyzes data, prepares reports, and briefs leadership regarding trends, statistics, and anomalies. Assists leadership in developing data-supported models for process improvements. Provides key stakeholders critical information necessary to quickly and accurately assess the impact and risk of proposed changes in forces or capability assignment, apportionment and allocation.

#### STANDARDS

A Normally troubleshoots/resolves problems with transportation hardware and software capability

B Normally provides sound advice and technical expertise on OSA airlift operations, makes appropriate recommendations

C Regularly analyzes and evaluates OSA operational trends to identify significant changes, potential problem areas, and measure overall effectiveness

KSA 1, 2, 3, 4, 5, 6

---

**DUTY 4****25% Critical**

**Monitors requirements, capacity and capabilities of the OSA enterprise** Ensures all joint service owners of OSA assets provide accurate, timely and real-time updates of aircraft status information Provides oversight across all services to achieve TAV and in-transit-visibility (ITV) in order to deliver short-notice high-priority airlift support during war or crisis Researches, interprets, analyzes, and applies US Public Law and DOD policies to ensure aircraft and travelers are supported via appropriate methods Establishes, revises, or reviews policies, procedures, mission objectives, and organization design for OSA activities, ensuring that mission and/or flight safety is not compromised Coordinates OSA initiatives, processes, and policies to enhance OSA enterprise functions Briefs USTRANSCOM leadership on the status and utilization of limited OSA resources

**STANDARDS**

A Regularly monitors requirements and capabilities of the OSA enterprise

B In most cases, provides accurate and comprehensive information to customers

---

KSA 1, 2, 3, 4, 5, 6

---

**RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA)**

1 Knowledge of the principles, concepts, techniques, standards, processes, and guides of Operational Support Airlift (OSA) enterprises and the ability to relate to transportation systems

2 Knowledge of a wide range of IT/automated data processing techniques, requirements, methods, sources, procedures, system software/hardware and systems development life cycles, analytical and diagnostic methods, programming, and systems analysis

3 Knowledge of relational database design principles, operations, approaches used in designing, developing, testing, implementing, and maintaining, and querying database systems that meets current and future organizational requirements

4 Ability to gather facts and use effective analytical and evaluative methods to assess information and make sound recommendations

5 Knowledge of laws, air transportation policies, regulations and formal guidance relating to OSA operations to include DOD, Joint Service, Army, Navy, Marine and Air Force, Federal Aviation Administration, International Civil Aviation Organization rules, and other applicable laws, regulations, instructions, and directives as they pertain to OSA airlift operations characteristics, and OSA management

6 Ability to communicate effectively with others, both orally and in writing, in working out solutions to problems or questions relating to the work

---

**CLASSIFICATION CRITERIA**

---

**Factor 1, Knowledge Required By The Position****Level 1-7****1250 Points**

---

--Knowledge of a wide range of IT/automated data processing techniques, requirements, methods, sources, procedures, system software/hardware and systems development life cycles, analytical and diagnostic methods, programming, and systems analysis

-- Comprehensive knowledge of relational database design principles, operations, approaches used in designing, developing, testing, implementing, and maintaining database systems that meet current and future organizational requirements

-- Comprehensive knowledge of database schema designs, data structures, and database query tools and methodologies

-- Comprehensive knowledge and skill in applying analytical and evaluative methods and techniques to issues or studies concerning the efficiency and effectiveness of program operations Recommends procedures and systems for data collection from the OSA enterprise

-- Comprehensive knowledge of a wide range of OSA principles, practices, procedures, and regulations applicable to the full range of the OSA enterprise The work requires considerable skill in applying this knowledge to plan and accomplish a variety of complex work assignments and/or to identify, analyze, and resolve OSA issues or problems

-- Knowledge of operations, practices, and policies of the OSA enterprise to assist in development, integration, and coordination airlift plans and programs

-- Knowledge of the procedures and policies related to scheduling OSA operations across all services in support of US government and military customers

-- Knowledge of information technology transportation systems used to track and monitor the OSA enterprise, i.e. GDSS, SMS, GTN, JALIS/JALIS NG, ORACLE, Logbook and other current and emerging systems as required

-- Ability to communicate effectively both orally and in writing with senior leaders, civilian officials, contractors, and other airlift enterprise agencies

**Factor 2, Supervisory Controls**

Level 2-4

450 Points

The supervisor sets the overall objectives and, in consultation with the employee, determines time frames and possible shifts in resources required The employee independently plans and carries out projects and analyses of the Operations Directorate, Joint Operational Support Airlift Center requirements, interprets policies, procedures, and regulations, in conformance with established mission objectives, integrates and coordinates the work of others, as necessary, and resolves most conflicts that arise The employee informs the supervisor about progress, potentially controversial matters, or far-reaching implications Completed work is reviewed from an overall standpoint in terms of meeting requirements or achieving expected results

**Factor 3, Guidelines**

Level 3-4

450 Points

Guidelines consist of Federal Aviation Administration, Department of Transportation, Department of Defense, Joint Service, Individual Service, Public Law, Presidential Directives, and USTRANSCOM airlift operations Guidelines are often lacking, especially as they relate to USTC joint command, requiring new or different methods to be tested which may provide a basis for the development of future guidelines Considerable judgment is required in relating guidelines to a workable solution of projects and determining if additional methods of problem resolution would be beneficial

**Factor 4, Complexity**

Level 4-4

225 Points

The assignment consists of a variety of OSA airlift analyst duties involving many different and unrelated functions, processes, and methods that apply to OSA airlift management planning and operations Incumbent must make many independent decisions in planning for the success of JOSAC missions operating in and out of ordinary situations, including the assessment of issues to problems that are complicated by conflicting and incomplete data Decisions regarding what needs to be done are complicated by the various priorities of the OSA customer, aircraft availability, communication requirements, flying units, weather conditions and myriad external factors Incumbent accomplishes goals and duties of the position in an ever-changing real-time environment of operations with highest visibility Must plan for situations that are diverse, but extensively interrelated and that are characterized by short suspenses, high-level involvement from both inside and outside USTRANSCOM Different technical approaches must be tested and projections made Development of project controls normally is required to integrate various phases of the project Consideration must be given to probable areas of future changes in systems design, equipment layout, or

comparable aspects that will facilitate future modernization. Proposed modifications or new releases are seldom unprecedented in nature. Successful management of the OSA enterprise is dependent upon the incumbent's ability to provide accurate, relevant and timely information to the leadership.

**Factor 5, Scope and Effect**

Level 5-4

225 Points

The work involves investigating and analyzing a variety of unusual problems, questions, or conditions associated with unusual mission problems and transportation data systems. Serves as the primary analyst action officer for JOSAC to provide data that assists in the management of the OSA airlift program. Explains to and assists customers with application of system capabilities. The work contributes to the improvement of productivity, effectiveness and efficiency of OSA airlift operations.

**Factor 6, Personal Contacts & Factor 7 Purpose of Contacts**

Level 6/7-2C

145 Points

Contacts include senior USTRANSCOM personnel, senior military leaders, flying personnel of all ranks from all DoD branches, and locally assigned contractor personnel. Individuals contacted vary according to the situation involved and require the employee to ensure that the persons contacted understand their respective roles.

Contacts are to plan, coordinate, advise on work efforts, or to resolve problems on the nature of OAS airlift transportation operations. Contacts also involve recommendations for resolving operations problems associated with OSA airlift program. The employee must exercise skill and utilize job knowledge in overcoming resistance to recommendations—especially those involving controversial issues and expenditure of resources.

**Factor 8, Physical Demands**

Level 8-1

5 Points

Work is primarily sedentary. Occasional lifting of objects weighing up to 25 pounds may be required.

**Factor 9, Work Environment**

Level 9-1

5 Points

Work is performed in an office setting.

**Other significant facts pertaining to this position are**

- 1 "This is a Key Position." Incumbent must be removed from their military recall status if alternatives for filling the position during an emergency are not available. (AFI 36-507, A5 11)
- 2 The employee may be required to travel in military and/or commercial aircraft to perform temporary duty assignments.
- 3 Incumbent will obtain and maintain a Secret security clearance.

**CLASSIFICATION SUMMARY**

Office of Personnel Management (OPM) Position Classification Flysheet (PCF) for Miscellaneous Administration and Program Series, GS-0301, TS-34 January 1979, US OPM PCF for Management and Program Analysis Series, GS-0343, TS-98 August 1990, US OPM Series Definition for the General Transportation Series, GS-2150, Job Family Standard for Administrative Work in the Information Technology Group, GS-2200, Issued May 2001, Revised August 2003, Revised September 2008, OPM Position Classification Standard (PCS) for Traffic Management Series, GS-2130, TS-106 July 1991, OPM Introduction to the PCS, TS-134, Jul 95, TS-107, Aug 91. The Classifier's Handbook, TS-107 August 1991.

**Grade Level Determination**

Factor Levels and Points 1-7/1250, 2-4/450, 3-4/450, 4-4/225, 5-4/225, 6/7-2C/145, 8-1/5, 9-1/5

GS-12 Point Range 2755 - 3150  
Total Points 2755  
Grade GS-12

**CLASSIFICATION REMARKS**

**Series Determination** This position is to perform two-grade interval work serving as an advisor and primary technical systems expert. This position serves as the primary Aviation Transportation Information Technology (IT) specialist for the USTRANSCOM, Operations Directorate, Joint Operational Support Airlift Center at Scott Air Force Base, IL. This position monitors availability and readiness of Operational Support Airlift (OSA) enterprise. This position is a combination of 0343, 2210, and 2150 occupational series work requiring the knowledge, skill and ability found in each series, with no one series being predominant and in this instance, each being nearly equal to each other.

*The GS-0343- Management and Program Analyst occupational series* This series includes positions that primarily serve as analysts and advisors to management on the evaluation of the effectiveness of government programs and operations or the productivity and efficiency of the management of Federal agencies or both. Positions in this series require knowledge of the substantive nature of agency programs and activities, agency missions, policies, and objectives, management principles and processes, and the analytical and evaluative methods and techniques for assessing program development or execution and improving organizational effectiveness and efficiency. Some positions also require an understanding of basic budgetary and financial management principles and techniques as they relate to long range planning of programs and objectives. The work requires skill in application of factfinding and investigative techniques, oral and written communications, and development of presentations and reports. As a program analysis, develops general program guidance for and monitors detailed operations planning in support of departmental, strategic, tactical, training, and administrative plans and programs including war/emergency, and installation planning for accomplishment of operational objectives, planning affecting future missions and new management concepts, based on development and evaluation of information of an unprogrammed nature. The work of this occupation is typically performed in a staff capacity in that the results of the work support the accomplishment of the principal mission or line program(s) of the agency or organizational component in which the positions are located.

*The GS-2210 - Information Technology Management occupational series* This series includes positions that manage, supervise, lead, administer, develop, deliver, and support information technology (IT) systems and services. This series covers only those positions for which the paramount requirement is knowledge of IT principles, concepts, and methods, e.g., data storage, software applications, networking. Information technology refers to systems and services used in the automated acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, assurance, or reception of information. Information technology includes computers, network components, peripheral equipment, software, firmware, services, and related resources.

*The GS-2150 - Transportation Operations occupational series* This series covers all classes of positions the duties of which are to administer, supervise, or perform work involving the planning, directing, or operating of rail, motor, air, or water transportation systems and service, including positions involving responsibility for operation of both transportation service and terminal facilities.

This position is considered as a "mixed series" per the provisions of *The Classifier's Handbook*, Chapter 4, "Determining the Pay System and Series", "Determining the Series", "Mixed Series", which states "when the work of the position is covered by two or more series in one occupational group and no one series predominates, use the general series for that group, typically the-01 series, for the position. Use the general series also for positions that are not covered properly by any other series in the group but are related closely to work of the group." However, in some cases employees perform work that may be classified in different occupations. In such situations the position is classified in the occupation that best reflects the position's purpose. There are no specific occupational series that covers this type of work. *The GS-0301- Miscellaneous Administration and Program Series occupational series* includes positions the primary duties of which are to perform, supervise, or manage two-grade interval specialized administrative or program work for which no other series is appropriate. The work requires analytical ability, judgment, discretion, and knowledge of a substantial body of administrative or program principles, concepts, policies, and objectives. Taking into consideration the purpose, duties, and requirements of this position, it is



determined to appropriately classify this position to the 0301- *General Analysis occupational series*

**Title Determination** There are no titles specified for this position classifiable to the GS-0301- *Miscellaneous Administration and Program Series*. Therefore, the title of "Transportation Systems Specialist" has been constructed in accordance with titling instructions included in Section III, paragraph H2a of the Instruction to the Position Classification Standards in an effort to accurately and succinctly describe the nature of the work of the position.

**Grade Determination** Because the *Management and Program Analyst occupational series* and the *Transportation Operations occupational series* has no grading criteria of its own, the grade level determination was made by comparison with a standard for a closely related kind of work, i.e., involving analogous knowledge and skills. The classification for this position was accomplished by using the OPM Position Classification Standard (PCS) for *Traffic Management Series, GS-2130*, standard which employs nine factors. Under the Factor Evaluation System (FES), each factor level description describes the minimum characteristics needed to receive credit for the described level. Therefore, if a position fails to meet the criteria in a factor level description in any significant aspect, it must be credited at a lower level. Conversely, the position may exceed those criteria in some aspects and still not be credited at a higher level.

For Factor 1, Knowledge required by the position, this position exceeds level 1-6, as the position is not a developmental position, and the work is not assigned to give the employee the experience and skills needed to fill a higher position. Level 1-8 is not reached, as the mastery of the concepts is not required to function at the level of the organization to which service is provided. Level 1-8 is of an expert analyst who has mastered the application of a wide range of qualitative and/or quantitative methods for the assessment and improvement of program effectiveness or the improvement of complex management processes and systems. To reach Level 1-8, the work would have to involve a very high degree of analysis and resolution of very complex or sensitive transportation problems, and the implementation of new developments and technology to assigned program areas. While this position might have to interpret and adapt available guidelines in certain situations, and knowledge may be applied in studies or projects where they can extend coverage, these knowledge's are not regularly applied to problems of the magnitude intended at Level 1-8. Level 1-7 is credited for this factor and 1250 points are assigned.

Using the FES format both the transportation operations and the analytical and evaluative related duties are evaluated at the GS-12 level.

The classification of the information technology (IT) management was accomplished by using the *Administrative Work in the Information Technology Group, GS-2200*, standard which employs nine factors. Using the FES format the information technology (IT) management related duties are evaluated at the GS-12 level.

**Federal Labor Relations Authority (FLSA) Determination** This position is exempt from coverage under the FLSA IAW Administrative exemption criteria outlined 5 CFR 551.206.

**Final Classification** Transportation Systems Specialist, GS-0301-12

AFPC Free Flow Format



## AIR FORCE CORE PERSONNEL DOCUMENT

ORGANIZATION: USTRANSCOM/CC  
 SUPV LEV CODE: 8  
 TARGET GRADE: 11  
 JOB SHARE: No  
 SENSITIVITY: Critical Sensitive  
 EMERGENCY ESS: No  
 KEY POSITION: No

CPD NUMBER: 9S4212400  
 COMP LEV CODE: 31SA  
 FLSA: Exempt  
 CAREER PROG ID: No  
 BUS: 1036  
 DRUG TEST: No  
 POSITION HIST:

CLASSIFICATION: Trip Specialist, GS-0301-11  
 DUTY TITLE:

ORG & FUNC CODE: CSY

1ST SKILL CODE: 75%

AKT

Specialist/Analyst

2ND SKILL CODE: 25%

AKTALT

Specialist/Analyst/Protocol

3RD SKILL CODE: %

CLASSIFIED BY:

*Robert Nelson*

CLASSIFIER'S SIGNATURE

*2 Nov 01*  
 DATE

**SUPERVISOR'S CERTIFICATION:** I certify that this Core Personnel Document is an accurate statement of the major duties, knowledges, skills, and abilities, responsibilities, physical and performance requirements of this position and its organizational relationships. The position is necessary to carry out government functions for which I am responsible. This certification is made with the knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds and that false or misleading statements may constitute violations of such statutes or their implementing regulations.

*David M. Snyder*

SUPERVISOR'S SIGNATURE

*2 NOV 01*  
 DATE

## PERFORMANCE PLAN CERTIFICATION:

Rater/Supv.				
Date				
Reviewer				
Date				
Employee*				
Date				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

---

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

The primary purpose of this position is: To perform as the single point of contact for a wide variety of official trips in support of Command objectives. Incumbent must manage, coordinate, and integrate all arrangements required for official travel by the dual-hatted Commander-in-Chief, USTRANSCOM, and Commander, Air Mobility Command (AMC), and accompanying staff.

The organizational location of this position is: U.S. Transportation Command, Office of Commander-in-Chief, Scott AFB IL

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

The organizational goals or objectives of this position are: To act as the single focal point in consolidating and coordinating all areas pertinent official trips by the USTRANSCOM and AMC/CC, to include making travel arrangements, managing the budget for official visits, maintaining travel vouchers, phone vouchers, payment logs, and reports in conjunction with the official trips.

---

**DUTY 1:**

Critical

Acts as single focal point for all official travel by the Commander-in-Chief, U.S. Transportation Command (CINCTRANS), and Commander, Air Mobility Command (AMC/CC). Manages, coordinates, and integrates all actions required for worldwide travel and appearances by CINCTRANS and AMC/CC. Activities include, but are not limited to, all trip preparations, arrangements, and development of proposed itineraries—airlift management and ground transportation; lodging, scheduling briefings, office calls, speeches, press conferences, and social functions; and adhering to security, protocol, and foreign clearance requirements. Directly interacts with representatives at the highest levels of the United States government, foreign governments, and private industry, with particular emphasis on the Office of the Secretary of Defense, Unified Commanders-in-Chief, Joint and Headquarters Air Force Staff, Air Force MAJCOM Commanders, United States Embassies, and major U.S. corporations. Constantly applies an extensive knowledge of and seasoned experience with coordination requirements, security directives, and protocol etiquette when working with the project officers for each CINCTRANS and AMC/CC visit. Employs sound judgement, tact, diplomacy, and poise to ensure the success of scheduled trips. Contacts and obtains needed information from all HQ USTRANSCOM and HQ AMC staff offices and integrates their input to ensure visits support stated objectives and reflect favorably on the United States Government, Department of Defense, and the United States Air Force. Is singularly responsible for drafting and preparing message traffic to the Joint Chiefs of Staff, National Military Command Center, HQ U.S. Air Force Vice Chief of Staff (HQ USAF/CV), and the AMC Numbered Air Force Commanders on matters regarding CINCTRANS' travel schedule. Prepares dual absence messages to AF/CV for approval. Is solely responsible for the research and preparation of all required theater/country/personnel clearance request messages for overseas trips.

**STANDARDS:**

- A. In most cases effectively arranges, coordinates, and accomplishes visits in accordance with applicable regulations and requirements in a timely and professional manner.
- B. Typically organizes all trip preparations, arrangements, itineraries, briefings, office calls, etc, and ensures appropriate organizations provide support in an accurate and timely manner.

KSA: 1,3,4,5,6,7

---

**DUTY 2:**

Critical

Prepares CINTRANS - AMC/CC and entourage for each trip or appearance based on input from HQ staff offices and Transportation Component Commands (TCCs). Analyzes issues to be addressed and obtains supplemental information as needed based on knowledge of the doctrine, traditions, customs, objectives, and force structure of the Department of Defense and United States Air Force. Summarizes information for use by CINTRANS - AMC/CC and entourage. Recommends pre-briefs as required based on an assessment of the possibility of controversies or conflicts. Monitors staff preparation of background and point papers for inclusion in trip book.

**STANDARDS:**

- A. Generally effectively briefs CINC and staff concerning plans, schedules, activities for all official travel in a timely and precise manner.
- B. In most cases effectively monitors all activities related to background information, point papers, trip book, and controversial issues and compiles them in a professional manner for the trip.

KSA: 1, 3, 4, 5, 6, 7

---

**DUTY 3:**

Critical

Rapidly responds to questions, resolves conflicts, and revises itineraries due to changes that arise en route or during official visits. Ensures accurate and prompt responses to the Commander and entourage through direct tasking to the staff and TCCs. Anticipates follow-on questions and effects coordination among concerned parties. Maintains contact with those activities and provides guidance and assistance as needed on any aspects of the Commander's visit. Acts as the single point of contact to the Aide-de-Camp to CINTRANS while traveling.

**STANDARDS:**

- A. Normally acts promptly on changes that may occur and independently resolves conflicts efficiently in a courteous diplomatic manner.
- B. In most cases consistently monitors and plans for unusual questions or circumstances and effectively coordinates actions with responsible actions officers.

KSA: 1, 3, 4, 5, 6, 7

---

**DUTY 4:**

Critical

Provides expertise for HQ USTRANSCOM and HQ AMC staff action officers on matters relating to general/flag officer travel. Assists with military airlift requests and advises on use of the Joint Operational Support Airlift system. Provides guidance on such issues as foreign travel requirements, theater/country/personnel clearance request messages, National Military Command Center key availability roster, and itinerary/trip book formats. Researches expenses and prepares the budget for official visits, produces periodic reports, and coordinates for

official funds as required. Prepares travel and phone vouchers and maintains travel and payment log. Maintains and updates detailed historical documentation of all CINCTrans - AMC/CC travel, to include detailed accounting of actual trip execution. Provides historical data to HQ staff agencies as requested.

**STANDARDS:**

- A. Normally remains current on all guidance and directives related to general/flag officer travel so as to efficiently respond in a timely fashion to inquiries from staff agencies regarding the travel requirements.
- B. Typically manages the budget for all travel-related expenses, prepares travel and phone vouchers, and maintains travel and payment log in an accurate manner to meet all requirements. Normally ensures reports are promptly and effectively prepared for TCCS Resource Advisor.
- C. In most cases responds to inquiries for historical data from action officers or staff agencies in an accurate, effective and timely manner.

KSA: 1, 2, 3, 4, 5, 6, 7, 8

**RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA)**

- 1. Knowledge of regulations, standards, guidelines, rules, and policies to effectively manage, coordinate, and integrate all staff actions associated with official trips
- 2. Knowledge of practices, policies, and procedures to develop the budget for official trips and associated travel arrangements, prepare travel and pay vouchers, and produce periodic reports.
- 3. Skill in written and oral communication principles, methods, and techniques.
- 4. Knowledge and general understanding of Air Force, DOD, Components, Major Command, and military traditions, customs, and goals to interact with internal and external organizations, foreign governments, military departments, and private industry.
- 5. Skill in applying analytical techniques to gather, analyze, and evaluate a variety of information to draw conclusions and construct appropriate solutions to problems.
- 6. Knowledge of protocol and etiquette standards and procedures, both foreign and within the U.S. government, to include all branches of the U.S. Armed Forces.
- 7. Skill in gaining cooperation from others using tact, courtesy, and diplomacy.
- 8. Knowledge of policies and procedures to accurately document all official trips for USTRANSCOM historical files and other staff agencies.

**Factor 1, Knowledge Required By The Position**

Level 1-7, 1250 Points

Knowledge of pertinent laws, regulations, policies, precedents, doctrine, tradition, customs, goals, and current issues of the United States Transportation Command and its Transportation Component Commands (Air Mobility Command, Military Sealift Command, and Military Traffic Management Command), as well as the United States Air

Force as a whole, in order to efficiently and effectively evaluate, manage, coordinate, and integrate all staff actions necessary to official visits by CINCTRANS and AMC/CC.

Knowledge of the internal organization and force structure of the United States Transportation Command and the United States Air Force in order to assemble information from a large number of sources and prepare CINCTRANS - AMC/CC for all official visits.

Knowledge of the interaction of the United States Transportation Command and the United States Air Force with foreign governments and their military departments in order to effect arrangements for foreign visits.

Skill in applying a variety of analytical techniques in gathering, analyzing, evaluating, and summarizing a wide variety of information in order to prepare the CINC and entourage for official visits.

Ability to anticipate challenges associated with agendas proposed by outside agencies and independently develop mitigation strategies to resolve conflicts.

Ability to rapidly and effectively respond with effective solutions in response to various queries and problems that relate to a dynamic and fast-paced operating environment, to include short notice requests for military and commercial airlift support.

Knowledge of protocol and etiquette standards and procedures, both foreign and within the U.S. government, to include all branches of the U.S. Armed Services

Knowledge of administrative policies and procedures as related to initiating, preparing, and documenting official travel by CINCTRANS - AMC/CC.

Skill in oral and written communication by invariably practicing elite business etiquette in the areas of telephone techniques, written communication, greetings and salutations, personal correspondence, and electronic mail.

#### **Factor 2, Supervisory Controls**

Level 2-4, 450 Points

The incumbent independently plans and executes projects, within the framework of the overall official travel schedule for the CINCTRANS-AMC/CC. Incumbent selects the approaches and methods for each assignment and a majority of conflicts must be autonomously managed and coordinated with associates as necessary. The incumbent informs the supervisor of potentially controversial findings, issues, or problems with widespread impact. Solutions to controversial and/or unprecedented issues of executing and planning are coordinated with the supervisor through mutual agreement. Actions are reviewed to determine that objectives are met and for conformance with broad Command goals, priorities, and expected results.

#### **Factor 3, Guidelines**

Level 3-3, 275 Points

Guidelines include Department of Defense (DOD), Joint Chiefs of staff (JCS), USAF, and other service regulations, as well as USTRANSCOM and AMC internal operating procedures and protocol policies. Guidelines are generally applicable although due to the widely varying nature of each visit, gaps exist in specific areas. For most circumstances, the incumbent uses seasoned judgement to independently select, interpret, and apply the guides, modifying and adapting them to suit specific situations. Initiative and resourcefulness is paramount in interpreting guidelines or in developing new approaches, methods, and/or procedures for accomplishing assignments.

#### **Factor 4, Complexity**

Level 4-4, 225 Points

The work typically involves and includes varied duties requiring a myriad of unrelated process and methods, the analysis of issues and topics to be addressed, assembling background information from a wide variety of sources, planning the visit and interpreting protocol needs and concerns. Decisions regarding what needs to be done vary with the purpose and host of the visit, as well as external influences impacting the USTRANSCOM/AMC, to include assessment of unusual circumstances, variations in approach, and incomplete or conflicting data. Potential sources of data must be cross-checked, analyzed, and interpreted by the employee to obtain accurate relevant information. Experienced judgement is required in planning, preparing, and improving conditions for official visits to ensure objectives are achieved and time is efficiently managed.

**Factor 5, Scope and Effect**

Level 5-4, 225 Points

The work of the incumbent has a broad scope and effect on the activities of the Command. The purpose of the work is to plan, manage, and integrate a wide variety of actions needed to prepare CINCTrans - AMC/CC for official visits and appearances to the highest levels of agencies both internal to the U.S. government (United States Congress; Departments of Defense, State, and Transportation; U.S. Air Force and other services) and external (foreign governments, private industry) hosts. The incumbent provides assistance to the USTRANSCOM and AMC staffs on CINC travel matters and advice on other flag and general officer travel planning. The work affects the overall success of various official TDYs as measured against Command objectives and contributes to the development of meaningful relationships with all high-level U.S. government, foreign government, and private sector senior leadership.

**Factor 6, Personal Contacts & Factor 7, Purpose of Contacts**

Level 3c, 180 Points

Regular contacts include senior staff at the Office of the Secretary of Defense, Joint Chiefs of Staff, USTRANSCOM Transportation Component Commands, HQ Air Force and Major Commands, HQs of the other Armed Services, Department of State, foreign governments, and private industry.

Purpose of contacts are to gather, analyze, assess, and prepare the CINC and entourage with all information needed for successful official visits. The urgency of the issues involved often require the incumbent to exert substantial influence over supporting staff offices to ensure all contingencies are considered. Diplomacy, tact, and forethought are essential to building and maintaining excellent working relationships with contacts across the spectrum of CINTRANS - AMC/CC visits.

**Factor 8, Physical Demands**

Level 8-1, 5 Points

The work is primarily sedentary. Occasionally the employee may be required to carry light objects such as files, books, and papers. No special physical qualifications are required.

**Factor 9, Work Environment**

Level 9-1, 5 Points

The work is performed in an office setting.

Other significant facts pertaining to this position are: May be required to work uncommon shifts and short notice overtime.

**CLASSIFICATION SUMMARY:**

CLASSIFICATION STANDARD(S) USED: US OPM PCS for Miscellaneous Administration and Program Series, GS-0301, TS-34 dated January 1979; US OPM Administrative Analysis Grade-Evaluation Guide, TS-98 dated August 1990, US OPM PCS for Public Affairs Series, GS-1035, TS-53 dated July 1981.

**CLASSIFICATION REMARKS:**



CORE PERSONNEL DOCUMENT

Number: 9S4212400

---

**Series Determination:** This position is the single point of contact for a wide variety of official trips in support of Command objectives. Incumbent must manage, coordinate, and integrate all arrangements required for official travel by the dual-hatted Commander-in-Chief, USTRANSCOM, and Commander, Air Mobility Command (AMC), and accompanying staff. There is no specific occupational series which covers this type of work, therefore, the position is allocated to the GS-0301 series.

**Title Determination:** There are no prescribed titles for positions allocated to the GS-301 series. Based on current requirements of this position the most descriptive title is Trip Specialist.

**Grade Determination:** The position was evaluated by application of OPM PCS Administrative Analysis Grade-Evaluation Guide and cross compared to Public Affairs Series, GS-1035. Both standards provide their grading criteria under the Factor Evaluation System (FES).

**FACTOR LEVELS AND POINTS:** 1-7, 2-4, 3-3, 4-4, 5-4, 6/7-3c, 8-1, 9-1

**TOTAL POINTS:** 2615 **GRADE CONVERSION:** GS-11 Point Range: 2355-2750

**Final Determination:** Trip Specialist, GS-0301-11

---



## AIR FORCE STANDARD CORE PERSONNEL DOCUMENT (SCPD)

ORGANIZATION: USTC/TCCS-P  
SUPV LEVEL CODE: 8  
TARGET GRADE: 11  
DRUG TEST: No  
SENSITIVITY: Noncritical-Sensitive  
EMERGENCY ESS: No  
KEY POSITION: No

SCPD NUMBER: 9542350  
COMP LEVEL CODE: 866A  
ELSA: Exempt  
CAREER FIELD ID: 2  
CENTRALLY MANAGED TYPE: NA  
BUS: 1036  
POSITION HIST: New

CLASSIFICATION: Protocol Specialist, GS-0301-09  
DUTY TITLE:

ORG & FUNC CODE: CSY  
1ST SKILL CODE: 100% AKTALT Specialist/Analyst - Protocol  
2ND SKILL CODE:  
3RD SKILL CODE:

CLASSIFICATION CERTIFICATION: SCPD adequately and accurately reflects the local work situation to meet classification, staffing, and performance management purposes.

CLASSIFIER'S SIGNATURE

DATE

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

SUPERVISOR'S SIGNATURE

DATE

## PERFORMANCE PLAN CERTIFICATION:

Rater/Supv.				
Date				
Reviewer				
Date				
Employee*				
Date				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

**The primary purpose of the position is:** To serve as a Protocol Specialist in a developmental capacity, assisting in the planning, managing and executing of the USTC protocol program. This position is developmental. All training must be completed and regulatory requirements met prior to promotion.

**The organizational location of this position is:** United States Transportation Command (USTRANSCOM), Protocol Office, Scott AFB, IL.

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

**The organizational goals or objectives of this position are:** to act as the office of primary responsibility for all distinguished visitors to USTRANSCOM and to develop agendas, visit itineraries, and insure that billeting and transportation arrangements are accomplished for command hosted visitors.

---

**This is a developmental assignment with promotion potential to Protocol Specialist, GS-301-11. All duties and factor levels remain the same as described at the full performance level with the exception of :**

**Factor 1, Knowledge Required By The Position** Level 1-6 950 Points

- Knowledge of the policies, practices and procedures of the protocol program.
- Knowledge of command mission, structure of the organization and components, and functions of host base support to coordinate all aspects of a visit/event.
- Knowledge and skill sufficient for establishing and maintaining effective working relationships with groups interested in or affected by protocol programs or policies.
- Skill in researching the backgrounds and special needs/interests of visitors and assimilating information into appropriate protocol functions/events.
- Ability to work independently on all projects and to use judgment in deciding between alternatives, interpreting, and developing and furnishing information on protocol visits.
- Skill in written and oral communications.

**Factor 2, Supervisory Controls** Level 2-3 275 Points

The supervisor defines objectives, priorities, and deadlines and assists the specialist with unusual situations, which to not have clear precedents. The supervisor gives directions on new assignments, however, the employee plans and carries out routine assignments and projects independently. The work is reviewed for feasibility, responsiveness, appropriateness, and conformance to policy and program requirements.

**Factor 4, Complexity** Level 4-3 150 Points

The work involves a variety of duties requiring the application of standard rules of protocol, developing plans for DV visits, dealing effectively with a wide range of people, and analyzing the approach to handle the most delicate situations involving social, cultural and religious preferences, personal habits and interests of visiting dignitaries. Incumbent chooses a course of action from a variety of alternatives and is responsible for all phases of a visit.

---

**Other significant facts pertaining to this position are:**

1. Work may occasionally require travel away from the normal duty station on military and/or commercial aircraft.
  2. Required to work other than normal duty hours, which includes evenings, weekends, and/or holidays.
- 

**CLASSIFICATION SUMMARY:**

CLASSIFICATION STANDARD(S) USED: OPM Job family Position Classification Standard for Administrative Work in the Human Resources Management Group, GS-0200, covering Human Resources Management Series GS-0201, December 2000.

FACTOR LEVELS AND POINTS: 1-6/950, 2-3/275, 3-3/275, 4-3/150, 5-3/150, 6/7-3C/180, 8-1/5, 9-1/5

GS-09 Point Range: 1855 - 2100

Total Points: 1990

Grade: GS-09

**CLASSIFICATION REMARKS:****NOTE(S) TO USERS:**

---

AFPC Free Flow Format



# AIR FORCE CORE PERSONNEL DOCUMENT

ORGANIZATION: USTRANSCOM/TCCC-P CPD NUMBER 9542830  
 SUPV LEVEL CODE: 8 COMP LEVEL CODE: 866A  
 TARGET GRADE: 11 FLSA: Exempt  
 JOB SHARE: No CAREER PROG ID: None  
 SENSITIVITY: Non Sensitive BUS: 1036  
 EMERGENCY ESS: No DRUG TEST: No  
 KEY POSITION: No POSITION HIST: Replaces 983528300

CLASSIFICATION: Protocol Specialist, GS-301-11  
 DUTY TITLE:

ORG & FUNC CODE: CSY  
 1ST SKILL CODE: 100% AKTALT Specialist/Administrator- Protocol  
 2ND SKILL CODE:  
 3RD SKILL CODE:

CLASSIFIED BY:

CLASSIFICATION CERTIFICATION: CPD adequately and accurately reflects the local work situation to meet classification, staffing, and performance management purposes.

*Paul Hessel*  
 CLASSIFIER'S SIGNATURE

*17 May 99*  
 DATE

SUPERVISOR'S CERTIFICATION: I certify that this Core Personnel Document is an accurate statement of the major duties, knowledges, skills, and abilities, responsibilities, physical and performance requirements of this position and its organizational relationships. The position is necessary to carry out government functions for which I am responsible. This certification is made with the knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds and that false or misleading statements may constitute violations of such statutes or their implementing regulations.

*Anthony M. Mauer* LT COL, USAF  
 SUPERVISOR'S SIGNATURE

*17 MAY 99*  
 DATE

## PERFORMANCE PLAN CERTIFICATION:

Rater/Supv.				
Date				
Reviewer				
Date				
Employee*				
Date				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

**Purpose of Position:** To assist the Protocol Officer in planning, managing and executing the command protocol program to include ceremonies, conferences, briefings, official and social functions, and high-level foreign and domestic visits.

**Organizational Location:** United States Transportation Command (USTRANSCOM), Protocol Office, Scott Air Force Base, Illinois

**Organizational Goal/Function:** To act as the office of primary responsibility for all distinguished visitors to USTRANSCOM and to develop agendas, visit itineraries, and ensure that billeting and transportation arrangements are accomplished for command hosted visitors.

---

**DUTY 1:** Develops and implements protocol policy and procedural guidance for the Commander in Chief (CINC), Deputy Commander in Chief (DCINC), and other applicable personnel concerning proper protocol requirements for visiting dignitaries, military ceremonies, conferences, official meetings, briefings, etc. Coordinates and consolidates initiatives, plans and actions of headquarters' elements into an integrated protocol program. Controls and monitors the assignment of protocol functions/visits to the assigned project officers based upon each individual's background, expertise and abilities. Instructs project officers on procedures for social events, conferences, meetings, briefings, visits, ceremonies, invitations, seating, programs and other associated protocol functions. (40%)  
Critical

**STANDARDS:**

- A. Effectively determines and applies protocol practices and procedures according to established policies, procedures, and precedents.
- B. Coordinates with appropriate personnel in an accurate and timely manner.
- C. Consistently plans and organizes activities which are within established policies and objectives.
- D. Organizes meetings of project officers and tasks appropriate organizations to provide support for protocol requirements, i.e., briefings, conferences, tours, transportation.

**KSA:** 1, 2, 3, 4, 5

---

**DUTY 2:** Serves as protocol advisor to the Commander. Plans, designs and implements specific and special protocol guidance based on pre-established goals. Advises the commander on the impact of protocol issues and problems. Interfaces and coordinates with senior government officials. Interprets and implements MAJCOM, Air Force, Department of Defense and diplomatic protocol policies. Directs implementation of officially sanctioned visits to the command through direct contact with the protocol offices of Air Force, Department of Defense, foreign embassies, state, and local organizations. (30%)  
Critical

**STANDARDS:**

- A. Briefs the Commander and staff concerning policies, procedures, and plans pertaining to distinguished visitors and on all matters/special projects within the sphere of protocol activity.
- B. Routinely acts upon requests in a timely, courteous, and helpful manner.



C. Proactively assists project officers on ceremonies, social events, Air Force traditions, US and international protocol, and protocol rules and regulations for other military components.

**KSA:** 1, 2, 3, 4, 5

---

**DUTY 3:** Personally manages special visits, tours, meetings, symposia, and other events conducted by the Command. Performs or arranges for others to meet and greet high ranking dignitaries upon their arrival and accompanies them through various phases of their visit. Interfaces with Department of the Air Force, Department of Defense and other government agencies, and foreign embassies in the planning and execution to ensure that all areas have been considered. Assures that arrangements and details are tailored to each particular protocol event, considering the visitor's country, position, culture, and diplomatic code. Ensures that topics covered relate to the purpose of the visit and that follow-up actions are taken. Meets and escorts distinguished visitors on behalf of the Command Section. Accompanies guests through various phases of their visits, ensuring they are accorded all honors and courtesies due to individuals of their rank/status. (20%) Critical

**STANDARDS:**

A. Effectively applies knowledge of protocol etiquette exercising sound judgment, discretion, tact, diplomacy and poise. Works special projects which require sensitivity to individuals and groups representing a variety of nationalities, cultures, and politics.

B. Promptly and effectively ensures protocol details concerning Base Operations, security, tours, activities, briefings, baggage, billeting, dining arrangements, transportation, receptions, luncheons, formal dinners, entertainment, amenities, mementos, and other services are accorded to distinguished visitors. Ensures that all general/flag officers and civilian equivalents are billeted properly in accordance with rank and purpose of visit to ensure all details are completed according to plans.

C. Effectively monitors all aspects of visits through frequent contact with escorts and project officers. Coordinates the assignment of individuals to distinguished visitor suites.

**KSA:** 1, 2, 3, 4, 5

---

**DUTY 4:** Provides custodial control of the Commander's Official Representation Funds (ORF) and Special Morale and Welfare Funds (SM&W). Resource Manager for command's ORF. Accounts for and properly justifies requests and documents money expended from the Commander's ORF throughout the command. Accounts for SM&W funds for USTRANSCOM. Accomplishes research and advises as to the propriety of expenditures to ensure compliance with Air Force and Department of Defense directives. (5%) Non-critical

**STANDARDS:**

A. Appropriately advises the commander on the legality of spending for entertainment and gifts. Accurately monitors spending by subordinate organizations requesting funding.

B. Accurately monitors the administration of funds to insure compliance with policy objectives of the United States. Funds are subject to audit and incumbent is accountable for appropriateness of expenditures.

C. Effectively monitors and advises field units of authorized annual allotments, reviewing quarterly reports for accuracy and appropriateness and providing guidance as needed.

- D. Coordinates annual budget requirements with appropriate financial agencies ensuring commander's requirements are budgeted appropriately.

KSA: 1, 2, 3, 4, 5

---

**DUTY 5: Composes necessary correspondence, documentation, checklists, reports, and other written materials as needed. Routinely prepares and gives briefings concerning visitors/special events.**  
(5%) Non-Critical

**STANDARDS:**

- A. Writes clear, accurate and timely material for correspondence, reports, etc. as required.
- B. Prepares clear and concise correspondence and other documents that appropriately address the issue and comply with agency and/or command directives.
- C. Presents clear, concise, and well structures oral presentations that address the designated issues. Accurately considers the composition and knowledge level of the audience to achieve the desired outcome.

---

**RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA):**

- 1. Knowledge of the concepts, principles, and practices of a protocol program.
- 2. Knowledge of written and oral communication principles, methods, and techniques to conduct and coordinate protocol activities for a variety of organizations..
- 3. Knowledge and general understanding of Air Force, DOD Components, Major Command, and military traditions related to protocol.
- 4. Skill in gathering, evaluating, and interpreting data to arrive at valid conclusions and offer meaningful recommendations.
- 5. Skill in working with people in attaining mutually positive ends.

---

**CLASSIFICATION CRITERIA:**

**Factor 1, Knowledge Required**

Level 1-7

1250 Points

--Extensive knowledge of the concepts, principles, and techniques to establish, implement, and maintain a proactive protocol program requiring extensive knowledge of military traditions and skill in working with high level military and civilian officials.

--Skill in establishing and maintaining effective working relationships with groups interested in or affected by the protocol program or policies.

--Knowledge and skill in applying analytical and evaluative methods and techniques to issues or studies concerning the efficiency and effectiveness of the program..

--Knowledge of pertinent laws, regulations, policies, and precedents and local guidelines which affect the protocol program and related support resources in the area studied.

--Knowledge of the major issues, program goals and objectives, work processes and administrative operations of the protocol program.

--Knowledge and skill sufficient to speak to a variety of individuals and groups in explaining the program, and its objectives, and policies; and to obtain the cooperation of others.

-- Skill in adapting analytical techniques and evaluation criteria to the measurement and improvement of the protocol program.

**Factor 2, Supervisory Controls**

Level 2-4

450 Points

--The supervisor determines the objectives of the protocol program and establishes the resources for the function. The employee independently plans and carries out the work on own initiative, developing working relationships with others, and analyzing feedback about the program and its activities. The employee informs the supervisor of potentially controversial problems or those with widespread impact. Work is reviewed in terms of effectiveness in achieving intended objectives.

**Factor 3, Guidelines**

Level 3-3

275 Points

--Works from existing DOD, Air Force, and MAJCOM regulations and procedures. Guidelines are usually broad in scope and require the employee to develop specific applications and objectives. The employee is expected to use judgment and discretion in interpreting existing guidelines. Guidelines apply directly to some aspects of the problems encountered, but most assignments involve unique facts or aspects for which no clear-cut precedents are appropriate or guidelines are so broad that various interpretations are possible. The employee uses seasoned judgment in applying guidelines and making interpretations regarding the handling of local issues and responding quickly to sensitive situations involving high-level personnel.

**Factor 4, Complexity**

Level 4-4

225 Points

--Assignments involve assisting in the design and operation of a protocol program which provides maximum interaction with high-level military and civilian personnel; establishing and maintaining effective working relationships with a variety of individuals and groups; and developing program recommendations from an analysis of feedback provided by those directly involved with or affected by the program. Decisions regarding what needs to be done depend upon analysis of the project, its purpose, and the most effective method of communication. The work involves conditions and elements that must be identified and analyzed to discern interrelationships. The work involves gathering information, identifying and analyzing issues, and developing recommendations to resolve substantive issues and in evaluating the effectiveness of the protocol program. The work requires using a variety of oral and written communication methods and techniques in presenting information about the command and its activities to groups and individuals with varying levels of understanding and acceptance of the program.

**Factor 5, Scope and Effect**

Level 5-3

150 Points

--The purpose of the work is to employ creativity and resourcefulness to develop greater awareness and understanding of the Air Force and base protocol program and its activities. Programs contribute to the communication and understanding of protocol procedures and practices and encourage the interchange of communication between the command leadership and high-level visitors. The work affects the morale of employees, and the accomplishment of the command's program objectives.

**Factor 6, Personal Contacts**

Points

--Contacts include individuals or groups from inside and outside the employing agency where contact is not routinely established. The purpose of each contact is different and the roles of each party is identified and developed during the course of the contact.

**Factor 6. Personal Contacts and Factor 7, Level of Contacts**

Level 6/7-3c

180 Points

Incumbent will have regular contact with senior ranking military and civilian officers, managers, supervisors and periodic contact with key personnel throughout the command/DoD. Contact will/may include individuals or groups from national/international organization, industry, senior officials from foreign countries and from the Chairman of the Joint Chiefs of Staff office. The purpose of each contact is different and the roles of each party is identified and developed during the course of the contact.

The purpose of the contacts is to provide internal and external personnel with broad guidance, information and leadership in planning group or individual visits to the command. Often the people contacted are uncertain or skeptical of the reason for the contact; thus great diplomacy is required to avoid offending the party. Language barriers may complicate communication with visitors and their representatives. Contacts must be made in such a manner that the efficient operation of the command and the protocol function are enhanced.

**Factor 8. Physical Demands**

Level 8-1

5 Points

Work is primarily sedentary with some minor physical activity during visits and while traveling to on-site locations to arrange for special events.

**Factor 9, Work Environment**

Level 9-1

5 Points

Work is typically performed in an office setting except for occasional on and off base visits involving ordinary risks and discomforts requiring normal safety precautions. Occasionally will be required to perform protocol duties in an outside setting.

---

Other significant facts pertaining to this position are:

1. Work may occasionally require travel away from the normal duty station on military and/or commercial aircraft.
  2. Required to work other than normal duty hours, which includes evening, weekends, and/or holidays.
- 

**CLASSIFICATION SUMMARY:**

**CLASSIFICATION STANDARD(S) USED:** OPM PCS for Miscellaneous Administration and Program Series, GS-301, TS-343, Jan 79; and the Administrative Analysis Grade-Evaluation Guide, TS-98, Aug 90.

**GS-11 Point Range:** 2355 – 2750

**Total Points:** 2470

**Grade:** GS-11



## AIR FORCE CORE PERSONNEL DOCUMENT (CPD)

ORGANIZATION: USTC/JIC CPD NUMBER: 9S42650  
 SUPV LEVEL CODE: 8 COMP LEVEL CODE: ~~725A~~  
 TARGET GRADE: ~~12~~ YA02 FLSA: Exempt  
 JOB SHARE: Yes CAREER PROG ID:  
 SENSITIVITY: Non-Critical Sensitive BUS: 8888  
 EMERGENCY ESS: NA DRUG TEST: NA  
 KEY POSITION: NA POSITION HIST:

CLASSIFICATION: Manpower and Personnel Specialist, ~~GS-501-12~~ YA-301-02 (ASW 10-4-04)  
 DUTY TITLE:

ORG & FUNC CODE: PAY  
 1ST SKILL CODE: ~~50%~~ 35% AGX3GE Personnel Classification Specialist, General  
 2ND SKILL CODE: ~~50%~~ 25% ARLPLNSVC Program Analysis Planning, Resources Management  
 3RD SKILL CODE: ~~40%~~ NCP-

CLASSIFIED BY:

  
 CLASSIFIER'S SIGNATURE

5 Oct 04  
 DATE

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

  
 SUPERVISOR'S SIGNATURE

5 Oct 04  
 DATE

## PERFORMANCE PLAN CERTIFICATION:

Rater/Supv.				
Date				
Reviewer				
Date				
Employee*				
Date				

\*Signature acknowledges receipt. It does not indicate agreement/disagreement.

BUS Code - Position is exempt from Bargaining Unit.

---

**PURPOSE OF POSITION AND ORGANIZATIONAL LOCATION:**

The primary purpose of this position is: to provide human resource guidance on civilian personnel policies, develop and analyze civilian personnel utilization within the command, and perform human resource studies. Provides advice and recommendations to USTRANSCOM and component commands.

The organizational location of this position is: US Transportation Command, Scott AFB IL (Office symbol on page 1)

---

**ORGANIZATIONAL GOALS OR OBJECTIVES:**

The organizational goals or objectives of this position are: to provide an effective and efficient organizational structure, establish an efficient human resource program, and identify decision making alternatives and recommendations for these programs.

---

**DUTY 1:** Advises management on the efficient and effective use of human resources. Responds to supervisor and management official inquiries or requests for organizational or individual position reviews. Recognizes and acts upon situations that need attention. Analyzes all pertinent facts and policies pertaining to the individual situation. Coordinates with other personnel function and staff offices as necessary. Identifies human resource management problems and concerns. Develops recommendations and alternate solutions. **Critical**

**STANDARDS:**

- A. Responds in a timely manner to management inquiries or requests for organizational or individual position reviews.
- B. Submits recommendations to management officials, suggesting appropriate considerations such as position structuring for career progression or methods for reducing job dilution.

KSA: 1 through 9

---

**DUTY 2:** Advises employees or supervisors on legal or regulatory requirements and/or entitlements, pertinent policies, and procedures. Evaluates controversial problems and recommends improvements in personnel policies, procedures, and practices that meet legal/regulatory requirements and meet the needs of the organization.

**Critical**

**STANDARDS:**

- A. Provides information that is current, accurate and consistent with applicable directives. Provides advice that reflects sound judgment.
- B. Analyzes controversial problems and recommends improvements in personnel and organizational policies, procedures, and practices that are consistent with legal and regulatory requirements.
- C. Prepares timely correspondence, reports, and documentation that are normally acceptable as written in terms of clarity, accuracy, and attention to the pertinent issues.

---

D. Meets suspense and time sensitive taskings in sufficient time to allow for coordinating level review. If necessary, requests extensions prior to the established due date.

KSA: 1, 2, 3, 4, 9

---

**DUTY 3:** Serves as the command advisor in all areas of human resource management. Leads special projects and initiatives and performs special assignments with regard to human resource management, including career enhancement/development programs. Accomplishes staff studies in all phases of civilian personnel program areas and proposes regulatory and program changes. **Critical**

**STANDARDS:**

- A. Researches and recommends appropriate solutions to problems in variety of human resource areas.
- B. Develops and disseminates USTRANSCOM Policy Directives pertaining to civilian personnel issues with the command.
- C. Promptly disseminates career development program guidance, researches new programs, makes recommendations, reviews nomination packages, and monitors planned rotational assignments for executives.
- D. Accomplishes thorough staff studies and prepares complete and concise point papers for the Commander, Deputy Commander and other key command officials to inform them of special and on-going issues in USTRANSCOM pertaining to civilian personnel.
- E. Accurately quantifies manpower and personnel issues and constructs logical, consistent and accurate interim and final reports.

KSA: 1, 2, 3, 4, 5, 6, 7, 8, 9

---

**DUTY 4:** Takes actions necessary to identify long and short range personnel needs of the command. Considers actions necessary to meet organizational and individual goals. Provides positive assistance in the solution of problems of morale and high grade management. Accomplishes this through various means to include staff studies, discussions with other command staff, informational briefings, and leading special work groups.

**Critical**

**STANDARDS:**

- A. Accurately quantifies data into meaningful reports or documents.
- B. Promptly addresses resource issues and provides constructive solutions.
- C. Maintains accurate data to substantiate recommendations.

KSA: 1, 3, 4, 5, 8

---



**DUTY 5:** Participates in discussions, meetings or serves on panels or committees. Briefs senior level managers on various aspects of civilian human resource programs to include position structure, position classification, recruitment and placement programs, employee performance, etc. Considers the audience composition, knowledge level and desired outcome when composing the material. **Non-Critical** **Additional Element**

- A. Participates by ~~providing~~ well-reasoned advice.
- B. Presents briefings that are clear, well-structured and address the designated issues.

#### STANDARDS:

KSA: 1, 2, 4, 5

#### RECRUITMENT KNOWLEDGES, SKILLS, AND ABILITIES (KSA):

1. A sound theoretical knowledge and practical understanding of federal personnel management functions, theories and techniques and of basic relationships of the various personnel disciplines.
2. Knowledge laws, executive orders, regulations, policies and concepts pertaining to classification, staffing, employee relations, and employee development.
3. Knowledge of agency and command missions and objectives and their implications on personnel management programs and civilian resource management.
4. Ability to communicate effectively with others, both orally and in writing, in working out solutions to problems or questions relating to work.
5. Ability to gather facts and use effective, analytical and evaluative methods to accurately assess information and make sound decisions.
6. Ability to plan and carry out work assignments producing both the quality and quantity expected.
7. Ability to develop improvements in and design new work methods and procedures.
8. Knowledge of the principles, functions and processes of management.
9. Knowledge of sound organizational and position structures for complex, diverse organizations.

#### CLASSIFICATION FACTORS:

##### Factor 1, Knowledge Required By The Position

Level 1-7

Points 1250

Knowledge of federal personnel policies, procedures, regulations, laws, and executive orders. Knowledge of qualitative and quantitative techniques for analyzing and measuring the effectiveness, efficiency and productivity of administrative and technical programs. Thorough knowledge of the mission, organization and work processes of the programs throughout the command. Skill in conducting studies, analyzing findings and making recommendations on substantive operating programs. Skill in preparing project papers and staff reports and preparing and presenting briefings to managers. Knowledge of analytical and investigative techniques to conduct and validate staffing requirement and utilization surveys of headquarters organizations. Thorough knowledge of management and organizational techniques, systems and processes for use in performing a wide variety of analytical studies and projects.

##### Factor 2, Supervisory Controls

Level 2-4

Points 450

Works under general administrative supervision of the Branch Chief. Makes decisions, commitments and takes action on items for which responsibility has been assigned. Completed assignments are considered technically authoritative and normally accepted with no significant change. Many situations are urgent and critical to further decision processes

DATE: August 1996

requiring the incumbent to use independent judgment and originality. Decisions made by incumbent are considered authoritative.

**Factor 3, Guidelines**

Level 3-4

Points 450

Guidelines include laws, Executive Orders, federal, department and agency regulations, manuals and instructions. Also included are general administrative policies and management/organizational theories that require considerable adaptation and/or interpretation. Guidelines are often limited, conflicting or non-existent, requiring resourcefulness and initiative on the part of the employee to make application to specific situations.

**Factor 4, Complexity**

Level 4-5

Points 325

Work consists of projects and studies that require analysis of interrelated issues of effectiveness, efficiency and productivity of substantive mission-oriented programs. Decisions about how to proceed are complicated by conflicting program goals and objectives that may be driven from changes in legislative or regulatory guidelines and/or variations in the demand for program services. The incumbent develops options, recommendations and conclusions taking into account uncertainties about the data and other variables which may affect long-range program performance. When current measurements of effectiveness are ambiguous, the incumbent develops new information about the subject and establishes criteria to measure program accomplishments and/or develop new approaches for program evaluation that serves as precedence for others.

**Factor 5, Scope and Effect**

Level 5-4

Points 225

Establishes criteria to measure and/or predict the attainment of program or organizational goals and objectives. Completed work contributes to the effectiveness, efficiency and productivity of large organizations within an agency.

**Factor 6 & 7, Personal Contacts/Purpose of Contacts**

Level 3-C

Points 180

Contacts are with people outside the agency and may include consultants, contractors, or business executives in a moderately unstructured setting. Incumbent influences managers and supervisors into accepting and implementing findings and recommendations. Some resistance may be encountered due to such issues as organizational conflict and resource problems.

**Factor 8, Physical Demands**

Level 8-1

5 Points

The work is primarily sedentary. Occasionally the employee may be required to carry light objects such as files, books and papers. No special physical qualification are required.

**Factor 9, Work Environment**

Level 9-1

5 Points

The work is performed in an office setting.

---

**CLASSIFICATION SUMMARY:**

CLASSIFICATION STANDARD(S) USED: OPM PCS for Miscellaneous Administration and Program Series, GS-301, TS-34, dtd Jan 79; OPM PCS for Management and Program Analysis Series, GS-343, TS-98, dtd Aug 90; OPM PCS for Personnel Management Series, GS-201, Part II, TS-62, dtd Jun 66, dtd Jun 76; OPM PCS Personnel Staffing Series, GS-212, TS-6, dtd Jun 71, Position Classification Series, GS-221, TS-62, dtd Jun 66, OPM PCS Employee Relations Series, GS-230, TS-25, dtd Jun 76; OPM PCS Employee Development Series, GS-235, TS-4, dtd Apr 71; Administrative Analysis Grade Evaluation Guide, TS-98, dtd Aug 90

CORE PERSONNEL DOCUMENT

Number: 9541607

---

CLASSIFICATION REMARKS: Total Points = 2890, GS-12

---

Employee may be required to support the Crisis Action Team (CAT) during exercises and/or contingencies. This may require the employee to work overtime or other than normal duty schedule.