

**EVALUATION STATEMENT**  
MSC Director of Information Management (D/IM)

1. REFERENCES:

- a. OPM Series Definition, Miscellaneous Administration and Program Series, GS-301, January 1979
- b. OPM, PCS, Financial Management Series, GS-505, June 1963
- c. OPM, PCS, Personnel Management Series, Part I, GS-201, June 1966
- d. OPM, PCS, General Schedule Supervisory Guide (GSSG), April 1993

2. SERIES AND TITLE DETERMINATION:

This position manages the MSC-wide information management (IM)/information technology (IT) program. The MSC IM/IT Program includes telecommunications, automation, audiovisual information, libraries, records management, printing and publishing, as well as data management and management information control. This position directly supervises the MSC Division HQS (and Regional HQS where they exist) information management staff. In some instances the D/IM is “dual hatted,” supervising both staff and operational support missions. Supervision/oversight can include a mix of positions at MSC or district levels classified in series such as Information Management Specialist, Computer Specialist, Computer Scientist, Electronics Engineer, Printing Specialist, Telecommunications Specialist, Librarian, Visual Information Specialist, Photographer, Illustrator, as well as technical/assistant and clerical support personnel. The primary position requirement is for general program management ability rather than specialized technical ability in any one specialized occupational area. Position is therefore allocated to the GS-301 (Miscellaneous Administration and Program) series. Since no authorized title is provided for the GS-301 series, a constructed title of Information Management Officer is judged as descriptive since it reflects the IM/IT program, managerial and inherent supervisory nature of the job.

3. GRADE DETERMINATION:

**a. Evaluation under the GSSG:**

(1) When the D/IM performs supervisory duties and responsibilities at least 25% of the position’s time, such as “dual-hatted” program management and operations support responsibilities, the supervisory duties should be evaluated by the GSSG. Program management duties and responsibilities as described in (2) below should be evaluated using guidance in paragraph B below.

(2) When supervisory duties and responsibilities constitute less than 25% of the position's time, subject position is excluded from evaluation by the GSSG. The MSC D/IM position provides

command and control, regional interface, program management, and quality assurance to ensure that Information Resources Management, including IT, and its associated public laws, regulatory requirements, and industry standards, are satisfactorily met throughout all organizational levels/regions of the MSC. Managerial positions such as this require a broader range of organizational and management skills and knowledges. Therefore, these duties and responsibilities must be evaluated by reference to managerial standards to determine the grade.

**b. Comparison to managerial standards:**

The Financial Management Series, GS-505, describes positions which manage or direct the management of the financial resources of an organizational segment of the Federal Government. The financial manager is an advisory service position like the D/IM. The managerial guidelines in the GS-505 series can therefore be used to evaluate the MSC D/IM. An essential premise of the GS-505 criteria is that the financial manager provides advisory services and financial management services in support of the entire program/organization. The financial management position is made more complex and difficult based on the program served. In the evaluation below, information management (IM) has been substituted for financial management (FM) in demonstrating how the requirements of the D/IM position meet the criteria.

**FACTOR I -- CHARACTERISTICS OF THE OPERATING PROGRAM**

The nature, scope, impact, complexity, and characteristics of the operating program served provide both the arena and the boundaries for the work of the information management official. While for any particular operating program there is a very wide range within which an IM/IT program can fluctuate, it is necessary that the total setting of the position be measured and comprehended before it is feasible to appraise the grade-level worth of any specific information manager's position. This factor, through its three subfactors, provides an evaluation of the setting in which the IM/IT program operates. This factor is divided into three subfactors:

- A. Scope of Operating Program Served
- B. Type of Operating Program Served
- C. Management Level of Operating Program

Each subfactor is in turn subdivided into three broadly defined degrees each of which encompasses a wide range of program characteristics.

**Subfactor A - Scope of Operating Program Served**

This subfactor is concerned with the extent to which the MSC program and actions of the D/IM affect such things as the general economy, defense, international relations, health and welfare, natural resources, government operations, the public health, etc.

Under Factor I, Subfactor A, the MSC is substantial in size and impact and its programs are from time

to time prominently in the public eye and are subject at such times to more than usual attention by the Congress, the press, and in the arena of public debate and discussion. Decisions and recommendations often have significant impact on regional and local economies, and activities are often subject to political oversight by local, state and federal elected officials. The MSC is multi-purpose and multi-functional, and consists of a number of subordinate "programs" (the Districts) which are local or regional in scope and subject to normal attention by the press, Congress and the public with more intense interest less frequent or of a limited geographic scale. The MSC mission includes oversight of planning, design, construction, operations, environmental stewardship, and real estate functions, executing a diverse range of civil works and military programs with projects such as navigation locks, dams, powerhouses, canals, storm damage protection, bridges, levees, recreational facilities, medical facilities, housing, barracks, training facilities, utilities, environmental cleanup and restoration, Base Realignment and Closure (BRAC) sites, Home Owner's Assistance program (HAP) sites, projects for other governmental, state, and local agencies and research and development activities/facilities. MSCs exercise command and control over assigned districts and centers of expertise, ensuring policies are applied uniformly. They coordinate projects and programs between districts and across MSC boundaries, serving as the primary point of contact for multi-district programs and projects and consolidate district programs and projects into an overall MSC program document. Coordination also includes external partners and customers. Considerable command, state and local public agency, and Congressional interest, are often generated due to decisions in these areas as well as issues and projects such as budgeting; staffing; regulatory program activities; natural disasters (floods, hurricanes, earthquakes); district civil works flood control projects; hazardous toxic and radiological waste remediation on military bases and on privately owned former Defense sites; homeowners assistance for hundreds of military and civilian families; the development and implementation of disposal plans for unique base closure or industrial locations; and administration of commercial concession and recreation leases. Additionally, civil works projects are funded on an individual basis and as a result receive a high degree of Congressional attention and scrutiny which is comparable to that encountered with major military weapons systems or comparable non-DOD programs. The impacts of the decisions made and execution of these programs and projects are reflected in the economy of the local and regional geographic area, and in certain instances beyond, as well as affect public health and safety, and military readiness. IM/IT plays an integral part in the delivery of Corps missions, including those of high public interest, and some of which are extremely controversial.

The MSC Information Management program meets all of the criteria described at Degree C, page 14 of the GS-505 standard, and in addition meets items 4 and 5 of Degree B of this factor. Therefore, Degree B is credited for this level.

### **Subfactor B - Type of Operating Program Served**

Subfactor B describes the type of organization served, considering the basic mission or purpose for which the organization exists. Degrees A, B, and C of this subfactor define programs which range from Degree C, which involves a minimal need and limited opportunity for functioning as a major participant or overall tool for management to Degree A, which affords the greatest scope and opportunity for the IM/IT program to have a critical impact on the operating program. The MSC operating program is a

large, multi-mission, multi-function organization, which includes engineering, operations and maintenance, navigation, flood control, environmental stewardship, construction, hazardous, toxic and radiological waste programs, natural resources management, and a variety of other real estate, engineering and construction programs to support Department of Army, Department of Defense, and other Federal, state, and local agencies. The operating program of the MSC clearly exceeds Degree C, where the program budget is primarily for employee salaries and administrative expenses or where the use of the IM/IT program is only minimal. The MSC involves a substantial need for and affords substantial opportunity for IM/IT to function as a major participant and major tool of overall management. The MSC's Information Technology infrastructure, products, and services are critical to mission execution and product delivery. IT is pervasive throughout the MSC and IT is a major factor in the management of the MSC and its programs. For example, IT is a major participant in the decision to incorporate the virtual operation concepts at MSCs. The MSC relies extensively on IT to conduct its business and improve business processes. For example, E-mail is an essential tool for command and control and information delivery, CADD/GIS is the technology foundation of the MSC's engineering, analysis, and design processes, and local/wide area networks provide essential connectivity for managing the MSC. These activities are comparable to those described at Degree B, which includes such MSC operating programs as those which involve expenditures of significant proportions of the program budget for purposes other than employee salaries and administrative and support and service. Degree B is credited for this subfactor.

### **Subfactor C - Management Level of Operating Program Served**

This subfactor measures the overall effect of the managerial setting on the D/IM position. Three degrees are provided at this level:

Degree A - Primary policy level, in most cases the department or agency (DA) level.

Degree B - Secondary policy level, which is characterized by a positive responsibility and a significant freedom for developing and adapting significant operating policies, procedures, programs, standards, operating goals, etc., within the overall framework established by the primary policy level. Since the GS-505 standard is somewhat vague on this subfactor, cross-reference is made to the GS-201 standard. It states that the term "secondary policy level" must be reserved for organizations which meet all of the following: (1) echelon (next below, and reporting directly to, the "primary policy level"); (2) need for delegation of substantial policy making responsibility; and (3) actual substance of independence in developing policies, program goals and activities.

Degree C - Operating level at which the primary function is conducting operations in conformance with comprehensive policies, procedures and specifically detailed programs established by a higher organizational level. The GS-201 standard further clarifies that the term "operating level" denotes the absence of the types of policy-setting freedom included in the terms "primary policy level" and "secondary policy level." It is not closely identified with a particular organizational echelon, but may describe the role of positions at any number of echelons with respect to executing policies established at primary or secondary policy levels. It is not uncommon for positions at operating levels to

be given assignments to develop, or participate in development of, policies or programs to be promulgated by the primary policy level. Such participation does not, however, constitute functioning at the secondary policy level. In a few agencies, the primary policy level has inadvertently or deliberately left gaps in the primary policy issuances, or has permitted the individual installation as wide or almost as wide discretion to adopt local policies as that permitted to the agency as a whole. This makes it necessary for operating positions to supplement the policy issuances from the primary policy level, but this alone does not constitute secondary policy level. The criteria discussed under Degree B above must be fully met in addition.

Primary policy level authorities and responsibilities are exercised at Headquarters, Department of Army (HQDA). Secondary policy level authorities and responsibilities are exercised at HQUSACE for the overall USACE IM/IT program.

“Operating level” programs have authority and opportunity to adapt the policies and procedures established by higher echelons to fit the local conditions and needs. However, this authority does not extend to changing the essential substance of the prescribed policies and procedures. USACE MSCs have four primary missions: 1) command and control, 2) regional interface, 3) program management, and 4) quality assurance. D/IMs have the authority and responsibility to translate HQUSACE objectives into MSC goals and objectives and to establish operating guidelines, approaches and modes of operation for implementation throughout the MSC. There are some areas of the IM/IT program where HQUSACE does not provide secondary policy. This makes it necessary for the D/IM to supplement the policy issuances from the primary policy level (DA). However, not all the criteria discussed under Degree B above are met. Therefore, Degree C is credited for this subfactor.

Overall Value of Factor I:

Subfactor A. Scope of Operating Program Served - Degree B

Subfactor B. Type of Operating Program Served - Degree B

Subfactor C. Management Level of the Operating Program Served - Degree C

In accordance with the criteria provided on page 18, referenced standard, the Information Management program meets the criteria for Level 2, with at least 2 subfactors evaluated at Degree B.

## **FACTOR II. CHARACTERISTICS OF THE INFORMATION MANAGEMENT PROGRAM**

This factor assesses the responsibility and difficulty involved in managing and directing the subordinate staff and subordinate functions which make up the program. It measures the management responsibility the position has over the subordinate staff. The three subelements of this factor are:

A. Volume of Special Staff Management Problems

- B. Nature of the Staff Management Problems
- C. Scope of Functional Coverage

### **Subfactor A - Volume of Special Staff Management Problems**

Factor II, Subfactor A, measures the volume of special staff management problems. This factor appraises and gives credit for the existence in some positions of special problems which seriously complicate the management and direction of the IM/IT program. Of the elements in this factor, Degree C, the lowest level, is characterized by the absence of any special difficulty. Degree B includes positions which have at least one element of special difficulty. Degree A is characterized by the presence of at least two elements of special difficulty, which have not been credited under another factor or subfactor. Elements of special difficulty are comparable to the following:

1. The operating program and consequently the IM/IT program is marked by both short- and long-term instability with the consequential need for frequent, extensive, and basic revisions of IM/IT plans, programs, and operations.
2. The types of operating programs or the conditions of operations are such that the usual approaches to problems will not suffice. The IM manager must develop new approaches, work in areas where there is no adequate experience data, develop and/or work with broad new concepts, and possess exceptionally imaginative and creative abilities to develop, present, and execute effective IM plans.
3. The operating program at several subordinate echelons or installations are so numerous and varied from one to another, and the local conditions are so basically divergent, that the IM programs present an exceptional degree of complexity in synthesizing IM/IT and managerial data and in developing and executing an effective coordinated IM/IT plan.

The Information Resources Management (IRM) program provides IM/IT support to USACE missions that are constantly changing and being “reengineered.” Many of the changes which take place in terms of business reengineering, reducing cost of doing business, and reorganization are extremely interdependent on automation and communication services for their success. The impact of restructuring, downsizing, and lack of funding has increased the need for information technology and redesigned information systems. There is emphasis, beginning with the Chief of Engineers in his Strategic Vision and seven sub-strategies to invest in key enabling technologies and apply best in class technology wherever and whenever it makes sense.

Following are examples of how the Corps has had to significantly adjust its organizational structures and product delivery and how the USACE IM/IT program has had to quickly step in line with innovative technology applications to accommodate radical changes in Corps business practices. Other examples of equivalent complexity may be used to support Degree A, element 1, 2 or 3. In the case of element 2, innovative, creative application of information technology (e.g., multi-media and web technology) must meet all of the following criteria: be a new approach, be work in an area where there is no adequate

experience data, be development and/or work with broad new concepts, and demonstrate exceptionally imaginative and creative abilities to develop, present, and execute effective IT plans.

Examples:

a. Functional “stovepipes” at both the HQUSACE and HQDA levels field new systems and upgrade existing systems very frequently, but erratically. These systems are often deployed as if no other systems are operating on individual workstations or network servers. These applications are usually microcomputer based, and in many instances, require client (PC)/server (such as an organization LAN server) hardware/software configurations to operate successfully. In some instances, to successfully deploy an application, the communications infrastructure throughout an organization must also be rapidly enhanced. Because applications are being built and driven by functional communities, the IM community is not always read into technical requirements which will be needed to successfully deploy these individual applications until the very last minute prior to deployment. This situation creates tremendous challenges as the Corps is no longer in an environment where there is one workstation/one application. Applications from the various stovepipe areas must *coexist* on workstations and LAN based servers, and must also coexist with increasingly more sophisticated office automation tools, including operating under Windows environments. It is the role of the D/IM to plan for configuration management across an entire organization of these technically complex pieces, acquire supporting commercial off the shelf software such as site licenses for a data base management system, and ensuring that all technical requirements can coexist under, for example, common operating systems and technical architectures.

b. As an example of issues which create long term/short term instability in a Division IM/IT program, the Corps of Engineers Financial Management System (CEFMS) aggressive deployment schedules have caused tremendous unplanned, short turnaround challenges for the MSC D/IM and District CIMs, particularly in terms of having to rapidly redesign communications infrastructure to accommodate on-line interactive transaction processing through the organization, including down through the Area/Resident Office/Project Office levels. The D/IM’s leadership role in this process has been crucial as new communications requirements such as satellite technology, ISDN, frame relay for remote areas must be cost effectively installed and shared organization-wide. CEFMS did not address communications requirements related to floating plant. Solutions have involved trying to install satellite technology and stabilizer units to allow CEFMS to be used on vessels.

c. As the Standard Army Automated Contracting System (SAACONS) proprietary hardware is reaching the end of its useful life cycle, and before the follow-on to SAACONS is deployed by DOD/DA, MSC IMO leadership has had to be innovative and run without a precedent or experience data in porting existing SAACONS software to non-proprietary “open system” CEAP-IA based hardware so that contracting offices can cost effectively sustain present operations.

d. With Project Management Information System (PROMIS) rapid deployment procedures, the IM community, beginning with the D/IM, had to react on an MSC-wide basis, plan, reprogram

funds, manage, shift hardware/software, upgrade systems, and establish MSC policy and operating standards to ensure successful coexistence of the multitude of PC/Server based applications which continue to be introduced into the Corps operating environment.

e. The Commander is turning to his Director of Information Management to implement the infrastructure which supports the virtual office concept, rather than to individual stovepipes. The D/IM is technically responsible and manages the entire MSC's communications infrastructure and interconnectivity among its various local area networks and associated servers, wide area networks (such as CEAP), Internet, NIPRNET, etc. The D/IM is ultimately responsible for electronic mail and mail address directories throughout the organization, electronic mail being vital to the command and control and virtual office functions. The D/IM is pivotal to managing cost effective upgrades and versions of office automation software throughout the MSC to ensure common functionality and compatibility across the various districts and HQS offices. Success of the virtual office depends on common software capabilities, which allows online collaborative work groups and discussion forums. Many of the contemporary collaborative workgroup software packages must be "shaped" to meet the collective needs of the organization. The D/IM plays a key role in developing/coding these packages to meet requirements across an organization--often against extremely short deadlines. Implementation of the Chief's desk-top video conferencing initiative is another example of D/IM challenges in accommodating unprogrammed requirements, new technology insertion, no established precedent, and requirements to rapidly reconfigure workstations and acquire new equipment and telecommunications capabilities.

f. The D/IM is also a critical technical partner in developing MSC strategies, in terms of technical compatibility and interoperability, and following through on technical hardware/software acquisition requirements for implementing new initiatives such as electronic bid sets, optical disk imaging for electronic records management, and the expanded conduct of electronic commerce for procurement activities. The latter three are examples of leading edge technology coming into "non-IMO" business areas such as engineering, real estate, and contracting, but impacting significantly on the overall organization's computing and communications infrastructure.

g. D/IMs have been asked to deploy hand-held GPS receivers for people on dikes that gave them the capability of entering information into the system and network. The installation of GPS technology was critical to accommodate a requirement for real time information, such as to repair levee damage during a flood emergency. The DIM had five days to research, buy, place in people's hands, and be operational.

h. The D/IM has had, and continues to play, a pivotal leadership role in an MSC's access to and use of the World Wide Web, as well as ensuring connectivity to the DOD/DA NIPRNET for the conduct of military business. It is the D/IM's responsibility to ensure appropriate firewall security/software in front of/behind every server within the organization that utilizes common communications capability, such as LANS and the CEAP network. The DIM serves as the Commander's primary advisor on the MSC's presence and the quality of information, on the web, including overseeing appointment of webmasters and implementation of USACE established policy and

technical standards. It is the D/IM, working in conjunction with the Provost Marshall, that becomes immediately involved in security breaches and virus transmission issues anywhere within the MSC, because of their organization-wide impact on command and control functions.

The paragraphs above support the first element of difficulty under Degree A. Degree B is assigned.

### **Subfactor B - Nature of the Staff Management Responsibility**

Factor II, Subfactor B, deals with the scope and nature of the management problems which are inherent in supervising and directing the day-to-day operations of the several functions included in the program. It measures the complexity of the staff management responsibility in terms of the organizational complexity of the IM staff and the problems involved in coordinating the programs of subordinate echelons. The terms "providing technical direction", etc., used in the following degrees should not be construed to mean the IM manager must personally be technically skilled in all of the subordinate operations. Rather, it means that he/she is responsible for the provision of technical guidance, either from his/her own resources or through the capabilities of various specialists on his/her staff.

Degree A. The manager's subordinate organization is extremely large and organizationally complex, with a large number of subordinate organizations at several subordinate organizational levels with widely varying operations, programs and management problems. There are substantial problems in coordinating the activities and output of the many subordinate elements and in providing technical direction, guidance and control to an extremely large program.

Degree B. The subordinate organization is large, with a number of organizations located at subordinate installations or stations. There are significant problems in coordinating the activities and output of the subordinate segments and in providing technical direction, guidance and control to a large program.

Degree C. The subordinate organization is divided into subordinate segments, some of which may be further subdivided. The manager provides both technical and administrative direction, guidance, and control to the staff.

In size, each MSC has a number of IM organizations located at subordinate districts physically located outside of the MSC. In some instances, the MSC is also supporting/overseeing/managing Corps-wide IM/IT centers of expertise. Each district IMO is divided into subordinate segments, which may be further subdivided as in Degree B. There are significant problems in coordinating the activities and output of the subordinate segments and in providing technical direction, guidance, and control to a large information management program. The D/IM uses

division-wide teams to work on operating systems to assure standardization. It is difficult for the D/IM to manage the IRM program with so many unexpected, unprogrammed requirements.

Degree B is assigned.

## **Subfactor C - Scope of Functional Coverage**

Factor II, Subfactor C deals with the breadth or scope of the program and whether it goes beyond the basic IM/IT functions of information resource planning; policy, standards, and guidelines development; review and oversight; information systems life cycle management; automation program management; telecommunications program management; visual information program management; records management; library management; printing and publishing management; and information resources management.

Degree A programs have exceptional breadth and comprehensiveness and provide a wide variety of support and control services to management. They are characterized by long-range planning in a broad base, with the solution of major management problems, and the development of new and improved management techniques, support procedures, and controls to achieve the agency goals. Programs at this degree are marked by the exceptional breadth of their functional coverage and include, as significant and substantial segments of the total IM/IT program, several (typically at least three unless there are two of outstanding size, scope and impact) additional functions of comparable breadth and complexity.

Degree B organizations include the basic functions and at least one additional function. The programs are comprehensive and concerned with the provision of a substantially greater than minimum range of IM/IT and general management services.

In Degree C organizations, the basic IM/IT functions of information resource planning; policy, standards, and guidelines development; review and oversight; information systems life cycle management; automation program management; telecommunications program management; visual information program management; records management; library management; printing and publishing management; and information resources management constitute the major substance of the program.

The basic functions of the MSC IM/IT program include information resource planning; policy, standards, and guidelines development; review and oversight; information systems life cycle management; automation program management; telecommunications program management; visual information program management; records management; library management; printing and publishing management; and information resources management. No additional functions are assigned. Degree C is assigned.

Some D/IM positions have IM/IT programs that are concerned with the provision of a substantially greater than the minimum range of IM/IT functions listed above. Added functions that may take a substantial amount of managerial time and attention include MCX/TCX/SCs,

AIS development/operations, IT Security Management, etc. Degree B may be assigned if examples provided demonstrate that the D/IM provides substantially greater than the minimum range of IM/IT functions.

Overall Value of Factor II:

Subfactor A. Volume of Special Staff Management Problems - Degree B

Subfactor B. Nature of the Staff Management Responsibility - Degree B

Subfactor C. Scope of Functional Coverage - Degree C or Degree B

In accordance with the criteria provided on page 22, referenced standard, the Information Management program meets the criteria for Level 2, with at least 2 subfactors evaluated at Degree B.

### **FACTOR III - CHARACTERISTICS OF THE ADVISORY SERVICE PROVIDED TO MANAGEMENT**

Factor III measures the scope and responsibility for providing integrated and comprehensive IM/IT advice and assistance to management. Inherent in evaluating this factor is the need to consider the circumstances under which IM/IT advisory service is rendered and the consequent relationship of the advisory service to the overall managerial decision-making function. Assignment of any of these levels is allowed. However, assignment of Level 1 is contingent upon confirmation, with examples, from the MSC top management team (Commander/Deputy Commander) that the MSC D/IM directly participates in the overall general management (both staff support and line functions) of the MSC Headquarters.

Level 1 is characterized by an *unusual* degree of participation in the overall *general* (both staff support and line functions) management of the operating program served. The D/IM serves as a responsible member of the top management team and is relied on for authoritative advice on all aspects of the IM/IT program. In addition to the type of advisory services described at Level 2, the D/IM is a fully participating technical advisor in all or almost all significant management planning, policy and decision-making actions in the organization. The manager actively participates in formal and informal management sessions, including policy review and advisory boards or committees whose functions are not limited to information management or information technology. The advisory services are significantly broader than those normally provided by an information manager as described at Level 2. The significantly broader advisory role of a Level 1 information manager involves *direct* participation (although in a staff advisory capacity) in all major aspects of the overall general management of the operating program served, including active participation in the making of management decisions that are related to general policy-setting matters and long-range program planning. (By contrast, the information manager at Level 2 provides advice relating to those managerial planning, policy formulation, and decision making matters involving important information management considerations, but does not directly participate in senior level organizational decision making.)

An example of a Level 1 program: Level 1 *may* be assigned when there is confirmation, with examples, from the MSC top management team that the MSC D/IM directly participates in the overall *general* (both staff support and line functions) management of the MSC Headquarters; e.g., developing long-range strategic plans and overall program and project goals; developing and maintaining a multi-year

civil works program; developing the MSC strategic vision and supporting sub-strategies. This includes active participation in the making of management decisions that are related to general policy-setting matters and long-range program planning.

Level 2 includes advisory service relating to management plans, policies, and decisions involving important IM/IT considerations. The D/IM participates in meetings, conferences, or other sessions concerning the general overall management of the operating programs for the purpose of representing the IM/IT program and for determining the significance of management decisions on information management plans and other IM/IT matters. As the IM/IT technical advisor, the manager may be invited to contribute IM program data, advice or recommendations based on his/her IM/IT PROGRAM management expertise on a wide range of management problems. The manager may also attend, as an observer, a wide variety of managerial meetings, sessions, conferences, etc., to be fully aware at all times of operating programs appropriately related to current management needs. The advisory service provided is broad in scope and consistently reflects all major facets of the IM/IT program of the organization.

An example of a Level 2 program: Included in the D/IM's responsibilities are such activities as serving as the technical advisor to the Commander on all IM/IT functions and activities; establishing information and IT technology goals and objectives, long and short range planning, and master plans which address and meet the information requirements of all division elements consistent with those of higher headquarters; providing planning guidance to all division office activities; assuring that the IM program fully supports the mission needs of the division and district commanders; and representing the division in Corps-wide meetings or special meetings/conferences involving information management and resources for the program. Level 2 is assigned.

Level 3 describes an IM/IT program which is accepted and used within the organization as a significant matter for managerial consideration which major decisions or policies are involved. From time to time, the D/IM may attend various managerial meetings or sessions to provide technical advice or to serve as an observer of particularly significant managerial events. The advisory service provided is limited to factual and analytical data and is of a regular and recurring nature. In the event of actual or anticipation of problems the D/IM prepares and supplies data to alert appropriate managerial levels of the problem.

An example of a Level 3 program: Information management advice rendered is through a variety of reports, statements, and data channels both in response to recurring requirements, special requirements, and internal initiatives. Provides IM/IT data, advice and recommendations on proposed engineering and technical services proposals, problems, plans, policies, etc., that will be subject to managerial consideration. The incumbent participates in a wide variety of management decisions and management planning by providing advice on significant IM/IT considerations during meetings and conferences, and is kept informed of program developments through attendance at other meetings. The assignment does not fully meet Level 2 as the IM/IT advisory service provided is not broad in scope and does not consistently reflect all major facets of the information management program of the organization. The assignment exceeds Level 3 in

some regards, e.g. the incumbent regularly attends managerial meetings relative to overall Division management rather than from time-to-time. However, Level 2 is not credited as it is not fully met. Level 3 is assigned.

**GRADE CONVERSION:**

**Factor I: Characteristics of the Operating Program Served**

Subfactor A. Scope of Operating Program Served	Degree B
Subfactor B. Type of Operating Program Served	Degree B
Subfactor C. Management Level of Operating Program Served	Degree C

Overall Value of Factor I: At Least 2 subfactors at Degree B = Level 2

**Factor II: Characteristics of the Financial Management (Information Management) Program Served**

Subfactor A. Volume of Special Staff Management Problems	Degree B or Degree A
Subfactor B. Nature of the Staff Management Responsibility	Degree B
Subfactor C. Scope of Functional Coverage	Degree C or Degree B

Overall Value of Factor II: At least 2 subfactors at Degree B = Level 2

**Factor III: Characteristics of the Advisory Service Provided to Management**

Level 1, Level 2 or  
Level 3

**SUMMARY:**

FACTOR 1: Level 2	or	FACTOR 1: Level 2	or	FACTOR 1: Level 2
FACTOR 2: Level 2		FACTOR 2: Level 2		FACTOR 2: Level 2
FACTOR 3: Level 1		FACTOR 3: Level 2		FACTOR 3: Level 3

In accordance with the grade conversion table, page 24, of referenced standard, the overall evaluation of this position equates to GS-15 with all factors evaluated at Level 2 and/or Level 1; or GS-14 if two factors are Level 2 and one is at Level 3.

4. FINAL DETERMINATION: Information Management Officer, GS-0301-14 or GS-0301-15.