

Position Classification Standards for Regional Offices

Federal Public Housing Authority / National Housing Agency

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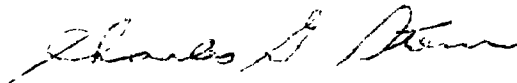
c.2 The need for written class specifications governing the allocation of positions in the Regional Offices has long been recognized by the Personnel Division. With the decision to effect the decentralization of the classification function, the need for standards became acute. The following pages represent the first step in satisfying that need.

Due to several circumstances beyond the control of the Personnel Division, it has been impossible to prepare complete class specifications coincidental with the assignment of classifying authority to the Regional Offices. As a substitute which will provide an immediate working tool, the classification standards included herein have been prepared. They must be considered as preliminary to the class specifications but can be taken and used as authoritative and definitive of the grades which the Central Office will recognize without question on post-audit. They should be observed carefully by the regional classifying authority until such time as new and additional data submitted to the Central Office for consideration has resulted in necessary revisions and the issuance of a final, complete set of class specifications.

The limitations of standards alone as a basis for complete personnel and administrative use are apparent. The standards do not cover all positions, although thirty-five major series are discussed; and the series that are covered frequently do not contain complete adequate subject-matter detail. Also, the standards, unlike class specifications, do not include statements of minimum qualification requirements for each kind and level of work. Only as passing remarks to clarify the discussion of a particular level, have qualification requirements been mentioned. Consequently, the standards cannot be used to any great extent as an aid for recruitment.

The Classification Section has been handicapped in its task of defining kinds and levels of work by the absence or inadequacy of information relating to the operations, functions and responsibilities of the Regional Offices under the decentralized war housing program. To prepare classification standards or specifications before rather than after a complete classification survey of all positions, it is always difficult. The Central Office personnel in the operating divisions, however, as well as the Regions themselves, have been helpful in supplying us with needed data and to this extent the standards issued are complete and accurate.

The classification standards will be of assistance to the Regional Offices in the administration of the personnel program within their respective organizations. We shall expect to receive suggestions from the Regions for changes to be made which will improve or reorient the standards.



Charles G. Stern
Director of Personnel
Washington, D. C.

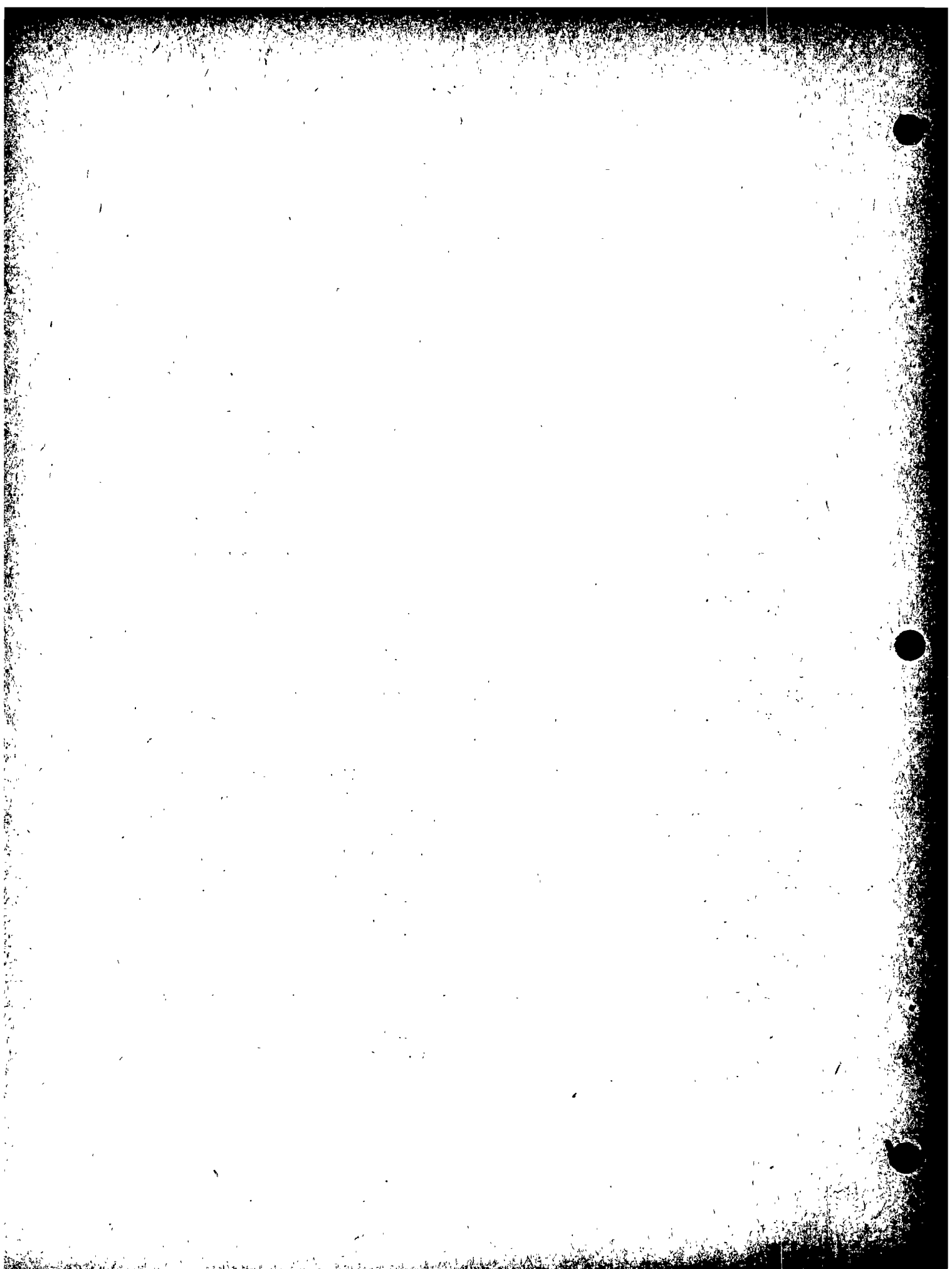


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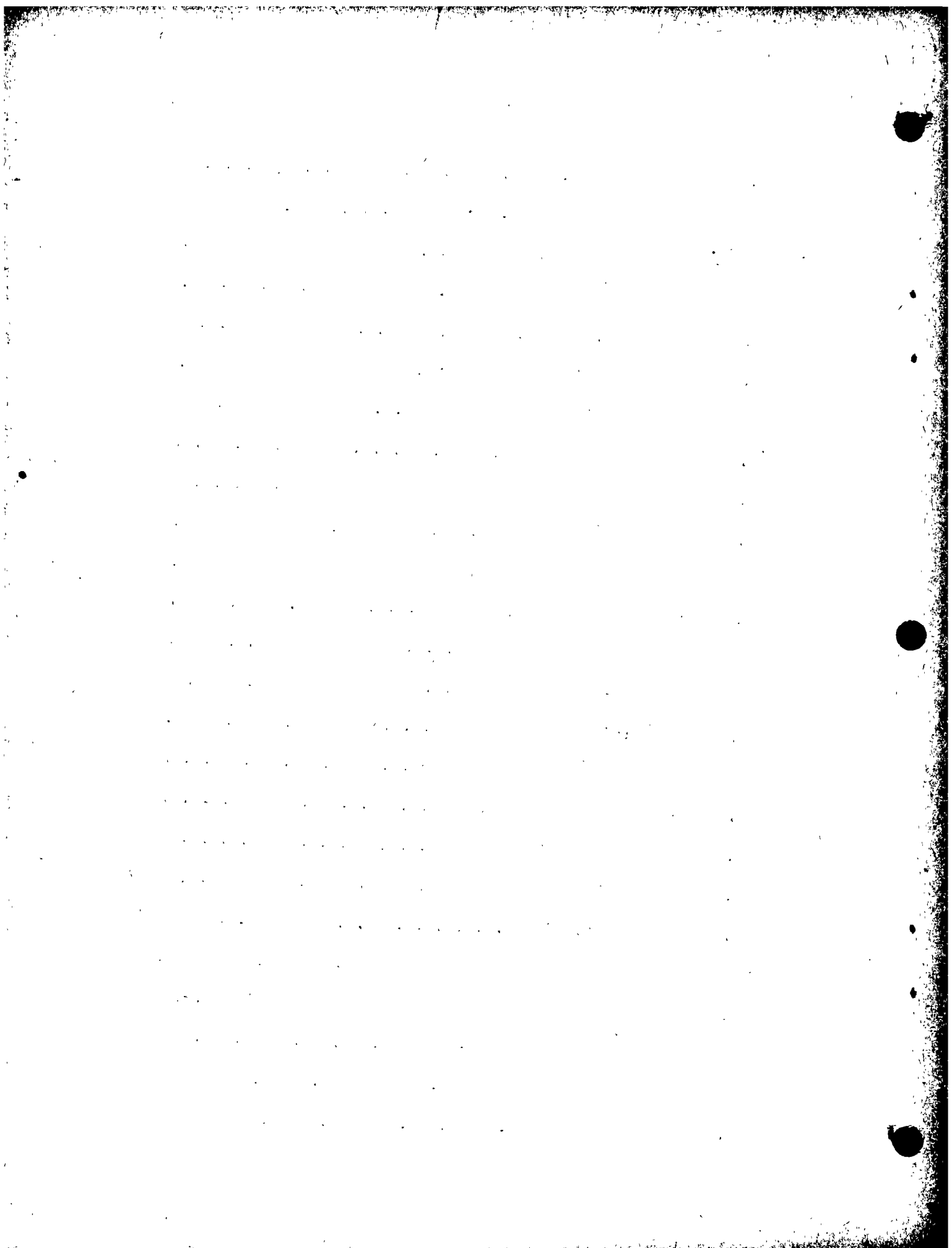
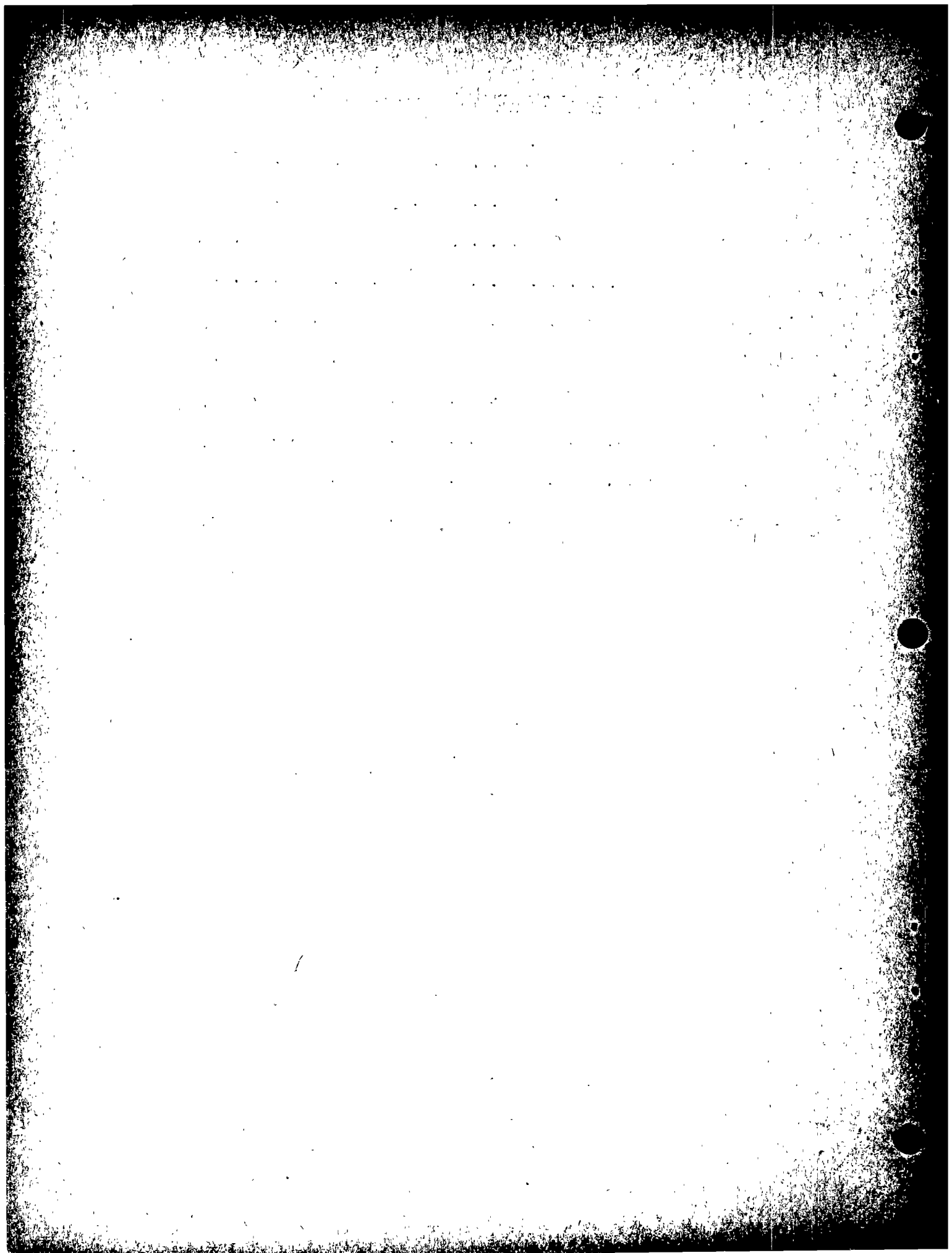


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POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: ACCOUNTANT

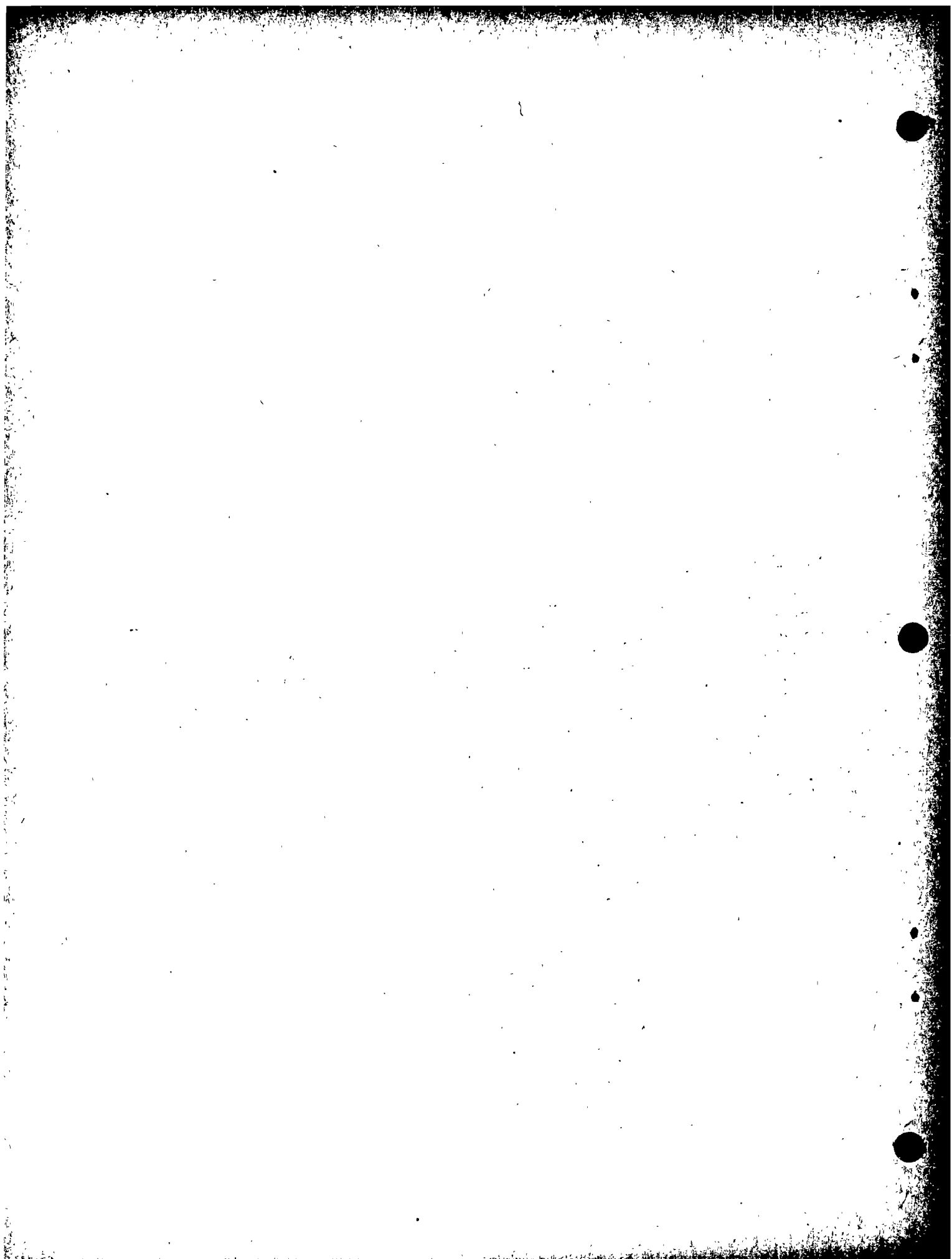
KIND OF WORK

Concerns the installation and maintenance of comprehensive systems of accounting for all funds made available to a regional office including revenue receipts from housing management operations; the maintenance of detailed budgetary and fund accounts for all regional office activities; the establishment of all basic fiscal policies and procedures of the region; the maintenance of essential accounting records on Projects constructed under Cost-Plus-A-Fixed-Fee contracts; the advising and supervising of Local Housing Authorities and Housing Managers in the installation and maintenance of project accounting records; and the preparation and review of all financial reports and statements required by the Regional and Central Offices.

GRADE LEVELS

CAF-12, Head Accountant

As Regional Accountant, has primary responsibility for directing the installation and maintenance of a comprehensive accounting system and related records for a Regional Office, reflecting accountability for all funds with respect to the construction and operation of all housing projects within the Region. Plans, coordinates and supervises the activities of the Accounts Section, including the bookkeeping, administrative audit and project accounting functions of the Region. Participates in all major conferences affecting the fiscal program of the Region, and makes final recommendations for the establishment or revision of accounting and administrative audit policies, procedures and systems. Prescribes and directs the installation and maintenance, under policies and procedures promulgated by the Central Office, of the accounting systems to be followed by the Regional Office, by the Directly and Indirectly Operated Federal Housing Projects in the Region, as well as by the FPHA-Aided Projects, the PWA Housing Projects and the Limited Dividend Corporations; and prescribes and directs the installation and maintenance of field accounting records required for the processing of fiscal documents on projects in the construction stage under Cost-Plus-A-Fixed-Fee contracts. Directs the examination and processing, and certifies for payment to the appropriate United States Treasury Disbursing Office, all approved public vouchers incident to the administration of the Regional Office and those covering payments under all contracts for construction, as well as those for the operation of Directly and Indirectly Managed Federal Projects. Is responsible for the preparation of all periodical financial statements, reports and correspondence that may be required by the Regional Director and the Central Office. Represents the Regional Office in contacts involving fiscal matters with representatives of the Central Office, Local Housing Authorities and Directly-Operated



Projects. Is responsible for the preparation of the Regional Office payrolls and for the examination of field payrolls prepared at project sites; and is responsible for the maintenance of the Regions Leave and Voluntary Payroll Deduction Records.

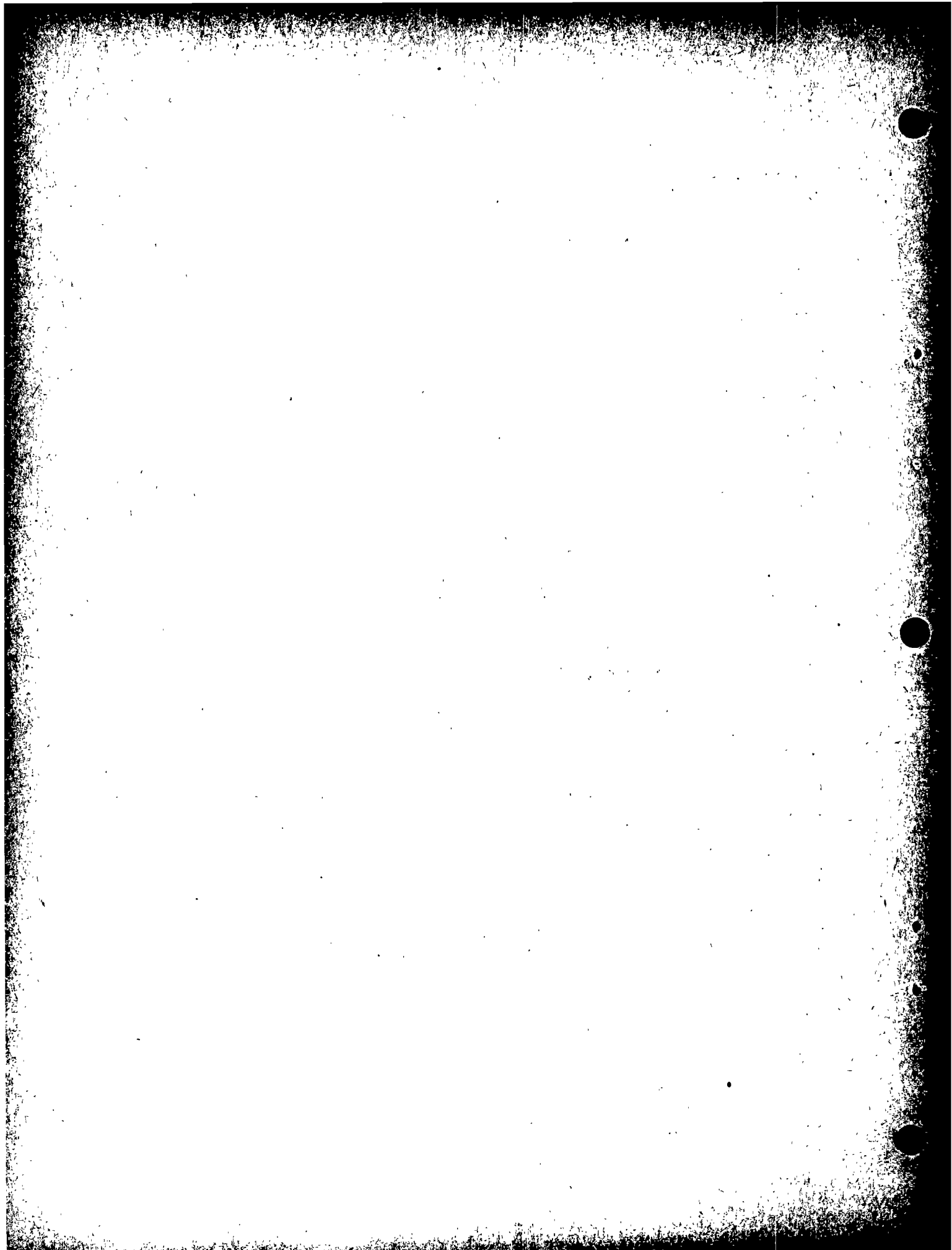
This position represents the expert fiscal authority of the regional office, and all regional accounting and administrative audit policies and procedures are initiated and established by the incumbent. The position carries a heavy administrative, technical and contact responsibility, sufficient to warrant its allocation at Grade CAF-12.

CAF-11, Principal Accountant, Senior Field Accountant.

As Assistant Regional Accountant, is responsible for giving immediate supervision to the activities of the bookkeeping and administrative audit staff of the regional Accountants Section. Serves as a full-time Assistant to the Regional Accountant, assigning work to, and reviewing the work of, the Administrative Audit and Bookkeeping Units as well as controlling and reviewing the work of the Field Accountants and Project Accountants in their accounting duties out of the Regional Office and on the project sites. Is delegated responsibility to act as Certifying Officer in the same manner as the Regional Accountant, and under such authority, certifies approved public vouchers for payment. Resolves major problems of a technical nature referred to him by members of the accounting staff and makes final decisions on matters not involving major fiscal policy and procedure. On occasion, visits Local Housing Authorities and Project Sites to advise on and render assistance in troublesome situations involving financial matters, and in such cases acts with the full authority to the Regional Accountant to commit the Regional Office.

This position exercises full-time administrative and technical control over the activities of the Field and Office Accountants, Bookkeepers and Audit Clerks of the Region. The position requires a high degree of technical accounting knowledge and the ability to manage the activities of a large staff, and to establish and maintain effective contacts over a wide field of regional, project, and central office personnel.

As Senior Field Accountant, has primary responsibility for advising and assisting Project Accountants in the establishment and maintenance of accounting records and offices on Cost-Plus-A-Fixed-Fee Projects. As authorized by the Regional Accountant, makes extended visits to Project Sites to establish accounting offices; and periodically thereafter, until the completion of construction, makes visits for the purpose of inspecting the books of account and related records to ascertain that they are being maintained in accordance with prescribed procedures, recommending or taking remedial action where necessary. Serves as a special troubleshooting expert in situations involving highly confidential investigations and reports, or where unusual tact, diplomacy and technical skill is required to analyze accounting difficulties and to effectuate sound remedies.



This position represents the senior level of Field Accountants in the Regional Office, with primary responsibility for field advisory work in connection with projects constructed on a Cost-Plus-A-Fixed-Fee basis and in connection with particularly troublesome financial situations on the Project Sites calling for the attention of an expert in the field. The field advisory work in connection with Cost-Plus Projects is regarded as being one grade higher in difficulty and responsibility than the general duty Field Accountant position.

CAF-10, Field Accountant

This level represents the junior grade for field advisory work in connection with the installation and maintenance of accounting systems on the project sites. The incumbent's primary contacts are with Local Housing Authorities, USHA-Aided Housing Projects and Directly-Operated Projects, and projects under construction where the contract is not Cost-Plus-A-Fixed-Fee. The incumbent of this position is not expected to represent the Regional Office in special trouble-shooting investigations in the field. Other than these, the incumbent of the Field Accountant position performs essentially the same duties as do the Senior Field Accountant, i.e., inspecting Local Authorities and Projects books of account, rendering advice on accounting problems and procedures, interpreting regulations, gathering data from varied sources and preparing comprehensive reports on findings with recommendations for the correction of unsound or irregular systems of accounts.

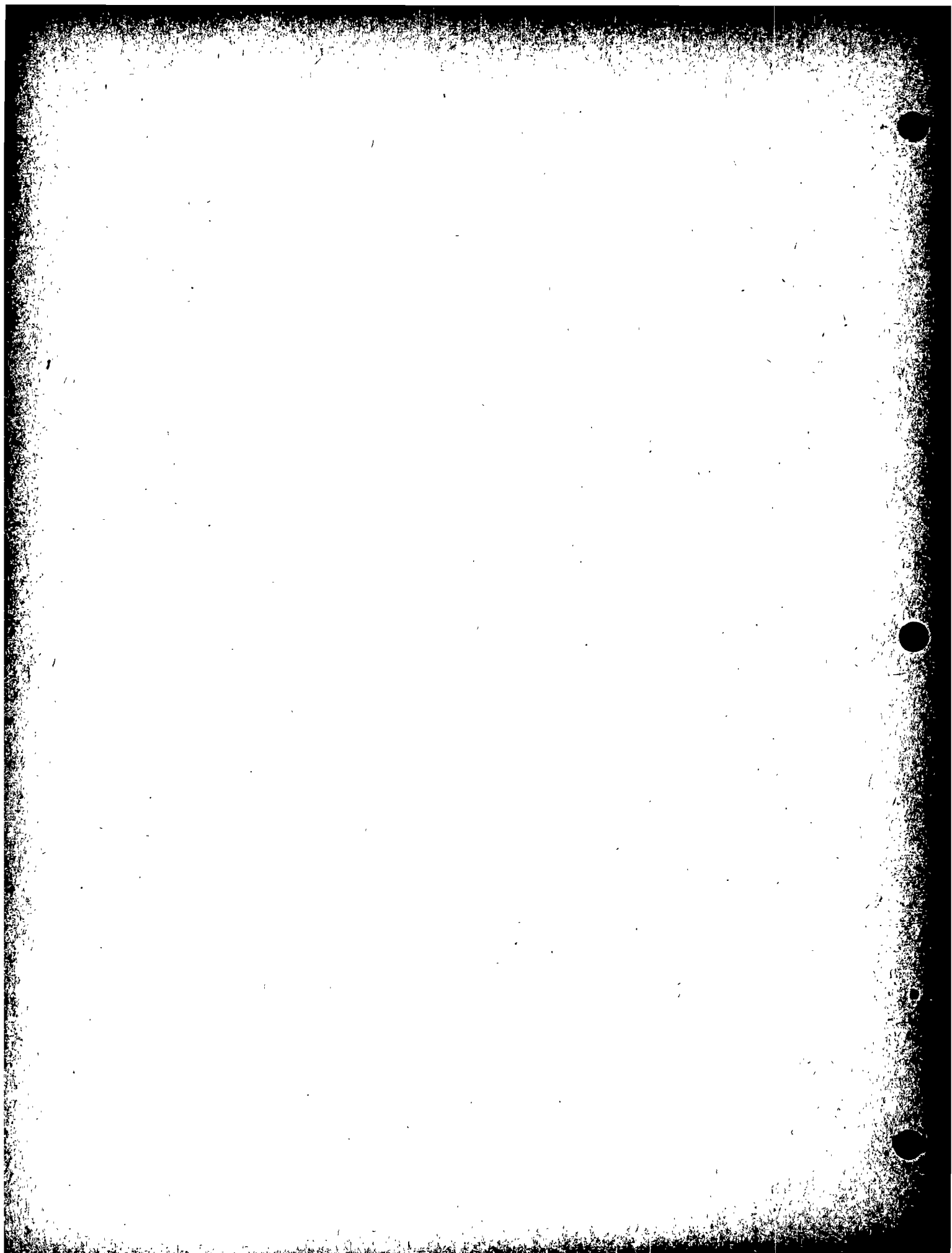
PROJECT ACCOUNTING POSITIONS

CAF-11, Principal Project Accountant

On Cost Plus Projects estimated to cost \$3,000,000, is responsible for the maintenance, on the Project Site, on a budgetary control basis involving allotment accounting, of a prescribed accounting system and related records reflecting accountability for all expenditures involved in the construction of the project. Examines contractors records, reports, bills, invoices and payrolls and approves vouchers for transmittal to the Regional Office for payment, such vouchers representing claims of the contractor for reimbursement for costs incurred in the construction of the project. Prepares and submits periodic and special financial statements, reports and correspondence to the Regional Office as required. May supervise one or more Assistant Project Accountants, grades CAF-7, assisting in the work on the project.

CAF-10, Senior Project Accountant

The incumbent of this position operates in exactly the same manner, and discharges the same basic responsibilities, as does the Principal Project Accountant, except that he is assigned to Cost Plus Projects programmed to



cost between \$1,500,000 and \$3,000,000. This difference in responsibility for fund accountability is considered to warrant one Grade less.

CAF-9, Project Accountant

The incumbent of this position performs essentially the same duties and discharges basically the same responsibilities, as do the Project Accountants of higher grade. The responsibility, however, is limited in scope to Cost Plus Projects programmed to cost less than \$1,500,000.

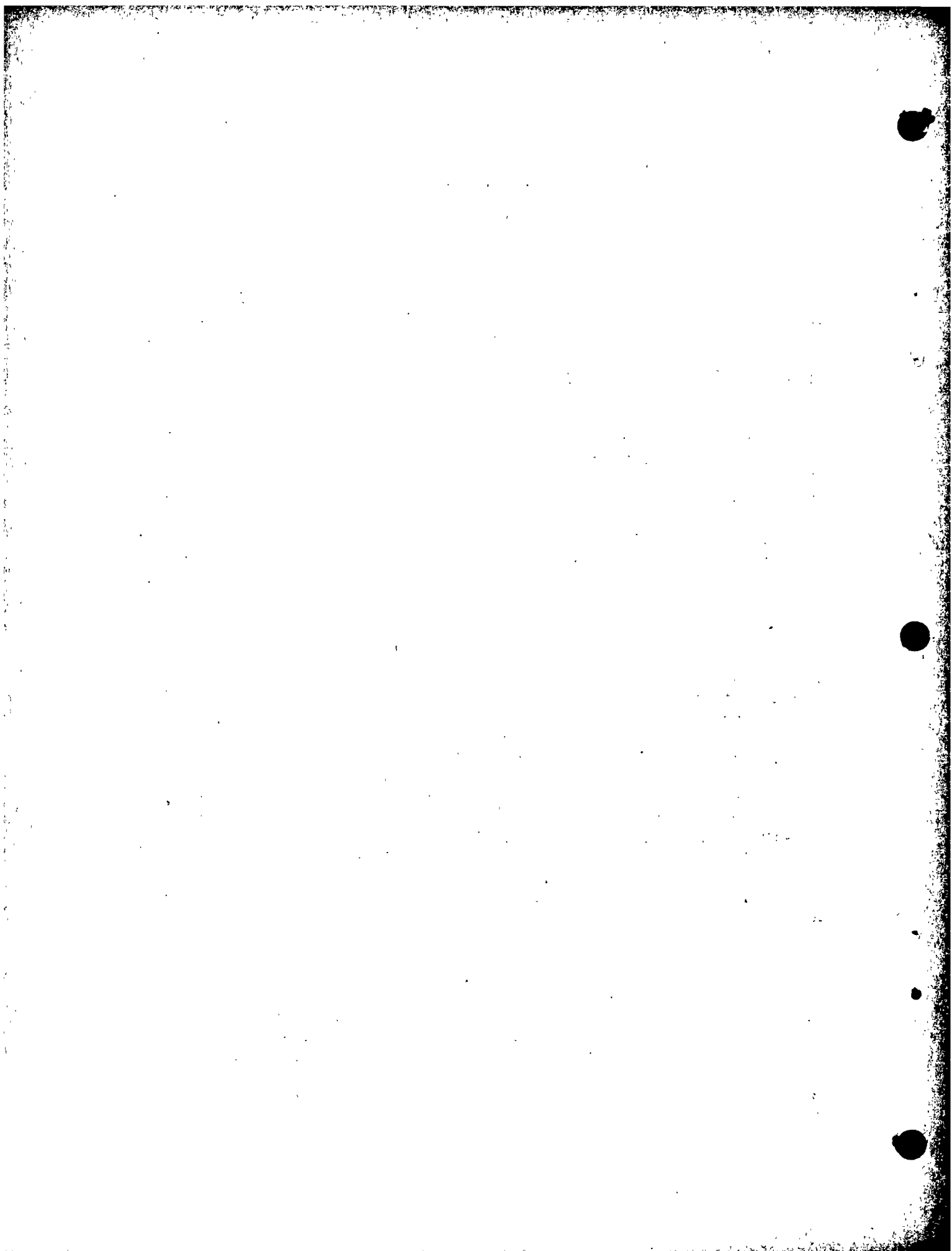
CAF-7, Assistant Project Accountant

The incumbent of this position is responsible for rendering general administrative and technical assistance to Project Accountants of higher grades. This assistance is usually in the nature of assembling necessary financial data and preparing preliminary drafts of periodic and special reports; or the detailed work in connection with the examination of payrolls and contractors accounting records; of the checking of receipt of materials on the site to determine their conformity with contract requirements; or the verifying of contractors vouchers, prior to approval by the Project Accountant and submittal to the Regional Office for payment.

REMARKS

The standards indicated above involving the level of Regional Accountant and Assistant Regional Accountant reflect an organization which includes as well as the strictly bookkeeping and accounting functions, the functions of administrative audit and payroll, leave and bond deduction administration. This situation is only an accident of organization and the inclusion or exclusion of the administrative audit and payroll functions among the responsibilities of the Regional Accountant do not, at this stage, have any material bearing upon the allocations of these positions at Grades CAF-12 and CAF-11, respectively. It is safe to assume that the grade of the Regional Accountant would remain at its' present level were these different, although related, functions withdrawn from his administrative control. It should be noted, apropos this subject, that the Central Office Accounting Section is organized along exactly the same lines.

The grade for the Regional Accountant was arrived at only after considerable study by the Classification Section, involving comparisons with similar positions in other agencies of the Federal Government. The allocation for the corresponding position in the Central Office, Chief Accountant, as approved by the Civil Service Commission is grade CAF-13. This grade was secured only after considerable discussion with the Civil Service Commission. The position of the Chief Accountant carries an overall responsibility for the accountability of funds appropriated or transferred to the Federal Public Housing Authority, together with a finality of responsibility for results, sufficient in the opinion of the Central Office

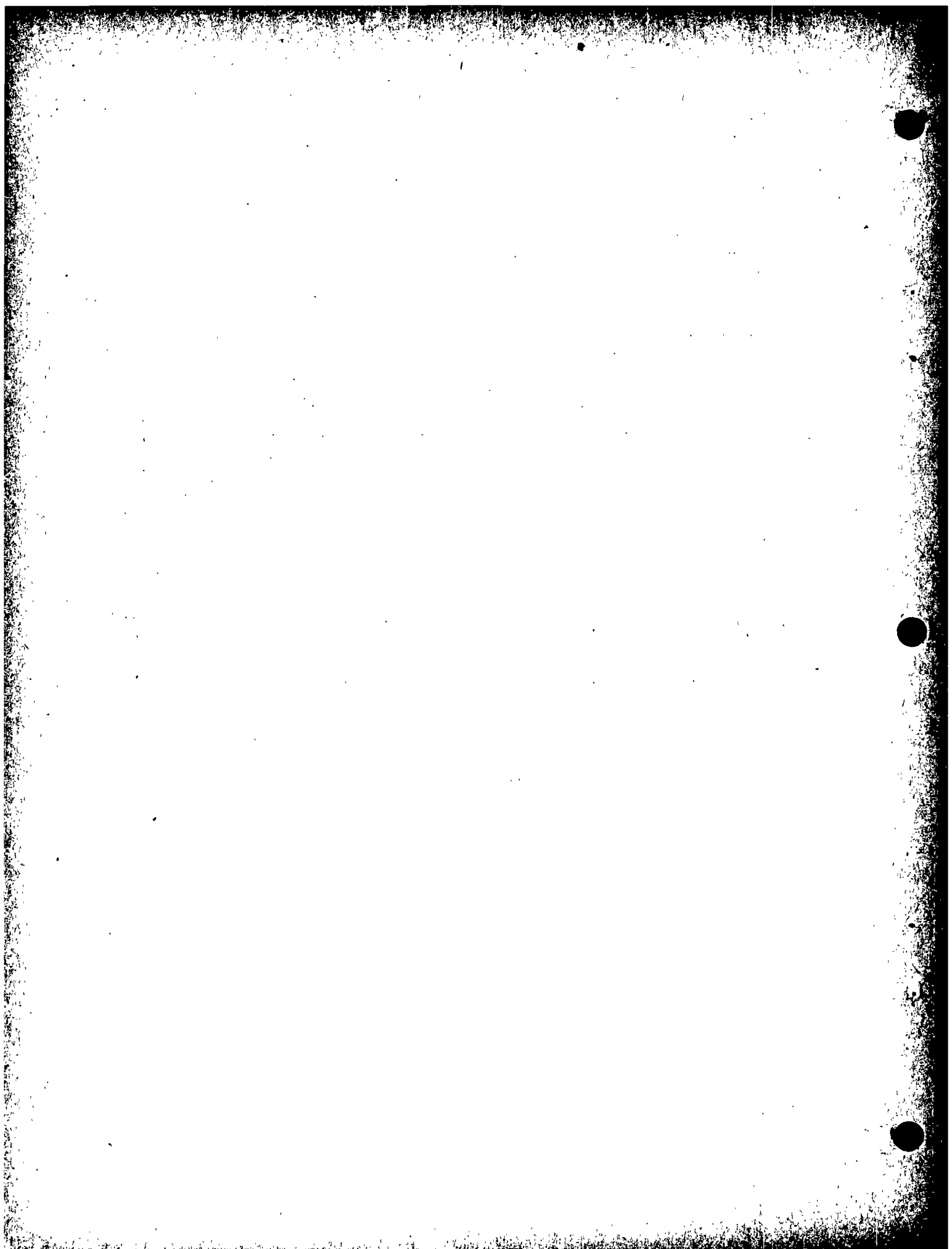


Classification Section to warrant its' allocation at least one grade higher than corresponding positions in the Regional Offices. The position of Regional Accountant seems, definitely, to be properly allocated at grade CAF-12.

The position of Senior Field Accountant, CAF-11, represents a new allocation based upon additional information submitted by several Regional Offices. Because of its particular responsibility for work in connection with Cost Plus Projects, the number of such positions to be established in any one Region bears a direct relationship to the number of Cost Plus Projects within that Region, and to the number of such projects which can be adequately supervised by one individual. It is not expected that the Senior Field Accountant will not perform duties on other than Cost Plus Projects, but the Cost-Plus work should be his primary concern. A general duty level at grade CAF-10 has been established for field advisory work in connection with Lump-Sum Projects under construction, as well as for the regular work in connection with projects in the management stage. The differences between the two levels should be kept distinct in operation.

The position of Associate Fiscal Accountant has not been discussed here primarily because it is regarded as being essentially a supervisory position, responsible for the bookkeeping operations of the Accounts Section, and not, for this reason, falling in the professional Accountant Series.

With respect to the field positions, i.e., Project Accountants, it can only be said that the standards set forth are arbitrary in the extreme and are certainly subject to revision on the basis of adequate evidence. Only one thing seems very definite on this subject, and that is that grade CAF-7 seems about the top to which the work of an Assistant to a Project Accountant would warrant allocation.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: FINANCE OFFICER, ACCOUNTANT, ACCOUNTS CLERKS 1/

KIND OF WORK

Concerns, the installation, maintenance, and operation of comprehensive systems of accounting for all funds made available to a regional office including allotments for construction; revenue receipts from housing management operations; the maintenance of detailed budgetary and fund accounts for all regional office activities; the establishment of all basic fiscal policies and procedures of the region; the maintenance of essential accounting records on Projects constructed under Cost-Plus-A-Fixed-Fee contracts; the advising and supervising of Local Housing Authorities and Housing Managers in the installation and maintenance of project accounting records; and the preparation and review of all financial reports and statements required by the Regional and Central Offices.

GRADE LEVELS

CAF-13, Regional Finance Officer
CAF-12, Assistant Regional Finance Officer

As Regional Finance Officer, has primary responsibility for directing the installation and maintenance of a comprehensive accounting system and related records for a Regional Office, reflecting accountability for all funds with respect to the construction, operation, or both, of all housing projects and Conversion Management Activities within the Region. Plans, coordinates and supervises the bookkeeping, administrative audit and project accounting functions of the Region. Participates in all major conferences affecting the fiscal program of the Region, and makes final recommendations for the establishment or revision of accounting and administrative audit practices, procedures and systems. Prescribes and directs the installation and maintenance, under policies and procedures promulgated by the Central Office, of the accounting systems to be followed by the Regional Office, by the Directly and Indirectly Operated Federal Housing Projects in the Region, as well as by the FPHA-Aided Projects, the PWA Housing Projects, etc., directs the installation and maintenance of field accounting records required for the processing of fiscal documents on projects in the construction stage under Cost-Plus-A-Fixed-Fee contracts. Directs the examination and processing, and certifies for payment to the appropriate United States Treasury Disbursing Office, all approved public vouchers incident to the administration of the Regional Office and those covering payments under all contracts for construction, as well as those for the operation of Directly and Indirectly Managed Federal Projects. Is responsible for the preparation of all periodical financial statements, reports and correspondence that may be required by the Regional Director and the Central Office. Represents the Regional Office in contacts involving fiscal matters with representatives of the Central Office and Local Housing Authorities.

1/ These pages 1 through 5.3, dated 1-15-45, supersede pages 1 through 5 and 43 through 46, dated March 1, 1943.

Is responsible for the preparation of the Regional Office payrolls and for the examination of field payrolls prepared at project sites; and is responsible for the maintenance of the Region's Leave, Bond, and Voluntary Payroll Deduction Records.

This position represents the expert fiscal authority of the regional office, and all regional accounting and administrative audit policies and procedures are initiated and established by the incumbent.

As Assistant Regional Finance Officer, serves as a full time assistant to the Regional Finance Officer in planning, organizing, coordinating and supervising the activities of the Finance and Accounts Section and usually divides specific responsibility with the Regional Finance Officer for the direction of either the internal operations of the Section or the Field Accounting activities. This position requires a high degree of technical accounting knowledge and the ability to manage the activities of a large staff, and to establish and maintain contacts throughout the region.

These two positions are established in lieu of the Regional Accountant and Assistant Regional Accountant on the assumption that there will be an increase in regional responsibility for the execution of fiscal policy.

CAF-11, Project Accountant

On Cost Plus Projects estimated to cost \$3,000,000, is responsible for the maintenance, on the Project Site, on a budgetary control basis involving allotment accounting, of a prescribed accounting system and related records reflecting accountability for all expenditures involved in the construction of the project. Examines contractors records, reports, bills, invoices and payrolls and approves vouchers for transmittal to the Regional Office for payment, such vouchers representing claims of the contractor for reimbursement for costs incurred in the construction of the project. Prepares and submits periodic and special financial statements, reports and correspondence to the Regional Office as required. May supervise one or more Assistant Project Accountants, grades CAF-7, assisting in the work on the project.

CAF-10, Project Accountant

The incumbent of this position operates in exactly the same manner, and discharges the same basic responsibilities, as does the Principal Project Accountant, except that he is assigned to Cost Plus Projects programmed to cost between \$1,500,000 and \$3,000,000. This difference in responsibility for fund accountability is considered to warrant one Grade less.

CAF-9, Project Accountant

The incumbent of this position performs essentially the same duties and discharges basically the same responsibilities, as do the Project Accountants of higher grade. The responsibility, however, is limited in scope to Cost Plus Projects programmed to cost less than \$1,500,000.

CAF-7, Project Accountant

The incumbent of this position is responsible for rendering general administrative and technical assistance to Project Accountants of higher grades. This assistance is usually in the nature of assembling necessary financial data and preparing preliminary drafts of periodic and special reports; or the detailed work in connection with the examination of pay-rolls and contractors accounting records; of the checking of receipt of materials on the site to determine their conformity with contract requirements; or the verifying of contractors vouchers, prior to approval by the Project Accountant and submittal to the Regional Office for payment.

CAF-11, Field Accountant

The Field Accountant at this level has primary responsibility for directing and supervising the activities of the Field Accountants. Serves as a trouble-shooter in situations involving highly confidential investigations and reports, or where unusual tact, diplomacy and technical skill is required to analyze accounting difficulties and to effectuate sound remedies. Directs and/or participates in the closing out of the books of accounts of a Directly-operated project being transferred to Local Housing Authorities under lease agreement. Reviews Central Office Audit reports and takes remedial action; also reviews aided-projects' requisitions for annual contributions before submitting to the Central Office. Directs and/or participates in the installation of Books of Accounts for Local Housing Authorities, Directly Operated projects and cafeterias; and establishes a training program for project accounting personnel. Directs the activities of a staff of Field Accountants engaged in reviewing project accounting systems and practices for conformance with the Manual and with good accounting methods, evaluating performance, advising on problems, and recommending and installing new procedures.

CAF-10, Field Accountant

This is the full grade performance level for Field Accounting work. This position carries major responsibilities for field advisory and examination work in connection with accounting records and systems at Local Housing Authorities, Cafeterias, directly operated projects and projects under construction. The incumbent of this position serves as an advisor to project personnel on accounting problems, aids in the installation of books of accounts, trains personnel in the maintenance of the accounting system; instructs in the preparation of reports, interprets accounting policy and resolves accounting problems and inspects the books of Accounts. Aids the Local Housing Authorities in preparing the requisition and justification for their annual contributions. Gathers data from various sources and prepares comprehensive reports on findings with recommendations for the correction of unsound or irregular accounting practices. This position distinguishes from Field Accountant, CAF-8, in that the latter is concerned primarily with war housing projects, while the Field Accountant, CAF-10, concentrates on Aided 412 or 671 projects.

CAF-8, Field Accountant

This level represents field advisory work in connection with the installation and maintenance of books of accounts and accounting records at projects generally other than PL-412 and 671. The incumbents of positions at this level perform essentially the same duties as do the Journeymen Field Accountants i.e., inspect project books and accounting records for compliance with the Accounting Manual, render advice on accounting problems and procedures, interpret regulations, gather data from varied sources and preparing comprehensive reports on findings with recommendations for the corrections of unusual or irregular system of accounts. The major difference lies in the greater scope and complexity of the financial systems and operations of projects constructed under PL 412 or 671.

CAF-11, Fiscal Accountant

Acts as Chief of the Accounts Unit and is responsible for planning and directing the bookkeeping operation of a regional office, including those activities pertaining to the control and reporting of Conversion Management fiscal operations; the maintenance and reconciliation of general ledgers and such subsidiary ledgers and detail records as allotment, cash disbursement and collection, and property; the maintenance of a status of Funds control, income and expense records, and controls and records of obligations and liquidations. Directs the annual closing of the general ledger and the preparation of all special and periodic reports and statements as may be required by the region, Central Office, General Accounting Office, and the Treasury Department. Interprets accounting procedures, installs prescribed procedures and systems, confers with the Regional and the Assistant Regional Finance Officer with regard to accounting procedures and recommends new or improved methods for the processing of financial documents and other media.

This position is approved on the basis of the additional responsibility for Conversion Management Accounts, including the installation and maintenance of the General Ledger and subsidiary records and the preparation and submission of fiscal reports.

Where responsibility for Conversion Management Accounts is not vested in this position, it should be allocated in grade CAF-10.

CAF-9, Fiscal Accountant

Acts, on a full time basis, as the assistant to the Chief of the Accounts Unit, with responsibility for the distribution of work to subordinates, the expediting, and the coordination of the flow of work, and in such capacity acts as consultant on any unusual or complex problems that may arise. Assists the Chief in planning the work of the Unit and in the installation of new or revised systems and procedures, and is responsible for the instruction and training of new employees. Has ultimate responsibility for the supervision and coordination of the preparation of all major financial reports of the Unit and the preparation of trial balances, reconciliations and statements.

Direct responsibility for the maintenance of the General Ledger is not necessarily placed in this position, although the size of the program and the operating problems of some regions may make such a combination desirable.

Approval of this position at grade CAF-9 is based on the responsibility for acting as a full time assistant to the Unit Chief in planning, coordinating and supervising the work of the Unit; resolving problems affecting the entire staff, and acting in the absence of the Chief.

When Conversion Management Accounts activities are not included in the supervisory responsibilities of this position, its allocation should be in grade CAF-8.

CAF-6, Fiscal Accounts Clerk

Is responsible for the maintenance of the General Ledger of all financial activities of the regional office, summarizing and controlling allotments issued, obligations incurred and expenditures made in connection with the construction, operation and administration of the FPHA regional housing program. Reviews posting media, prepares and posts journal vouchers, and makes up monthly trial balances. Responsible for detecting discrepancies between the general ledger and subsidiary ledgers and for conferring with and advising ledger clerks in order to effect proper reconciliations. Prepares or directs the preparation of regular and special reports.

The incumbent of this position may also have responsibility for the maintenance of one of the subsidiary ledgers or detail records of the Accounts Unit.

The major factor warranting the allocation of this position to grade CAF-6 is the inherent importance of the General Ledger as a control of all the financial activities and as a source of all the major reports.

CAF-5, Fiscal Accounts Clerk

Fund Control - Is responsible for the maintenance of fund control records of the region established to provide a summary control of all funds by appropriation and limitation and by fiscal year and purpose for management and custodial funds, and reflecting currently for each fund the cumulative authorization allotments, net expenditures, net obligations, and the balances of unallotted authorizations, unobligated allotments and unliquidated obligations.

The incumbent of this position individually performs or supervises the performance of the operations involved in "lotting" of documents, establishing predetermined totals, posting to the control, and transmitting to the Bookkeeping and cash units, of the various documents flowing through the control desks. These documents include advices of authorizations,

allotments, obligations, voucher documents, schedules of collection, schedules of cancelled checks and journal vouchers; totals daily the various columns of the Fund Control Record and balances with a summary of bookkeeping machine totals and a summary of cash book totals covering vouchers, schedules of collections and cancellations etc. Prepares monthly a Status of Funds Report. The incumbent of this position may exercise responsibility for the supervision of one or more accounts clerks in lower grades (generally not exceeding 5) assisting in sorting, lotting and posting.

This position is approved at grade CAF-5 only when it reports directly to the Chief or Assistant Chief; if it reports through an intermediate position then it should be allocated in grade CAF-4. The major factor governing the allocation of this position is the key nature of its control in the activities of the accounts unit since it reflects authorization and allotment balances and provides continuing verification of the allotment ledgers and cash controls.

Other Fiscal Accounts Clerks positions may be allocated in grade CAF-5 when they are responsible for supervising small groups of Fiscal Accounts Clerks in grades CAF-4 and less, who are engaged in performing the duties outlined below under CAF-4, CAF-3 Fiscal Accounts Clerks.

CAF-4, Fiscal Accounts Clerk

This is the journeyman level in a Regional Office where responsibility is vested in the incumbent for full performance in the following:

Obligation - Liquidation

Examines all documents received in the Unit representing original and adjustments to obligations, (contracts, change orders, purchase orders, travel authorizations, counter-warrants, miscellaneous obligations for continuing services etc.) to insure that appropriation and coding are properly designated, and corrects or completes when necessary; prepares, as required, Forms 1101 and 354 reflecting original and amended obligations respectively. Routes obligations to Control Desks for posting and upon their return files in unliquidated obligation file or routes elsewhere. Prepares monthly, or assists in the preparation of the Unliquidated Obligation Report and reconciles with the balance of unliquidated obligations on the related allotment ledger. The report is prepared by appropriation, project and, for management and custodial funds, by fiscal year, and contains the following information: date of obligation document, type, number, unliquidated amount and explanations of any adjustment necessary to effect agreement between the document and the allotment ledger account. A copy of this report is transmitted to the appropriate regional official. (Budget Officer, Housing Managers etc.) for review and reconciliation with office files and records so that unnecessary obligations may be cancelled or adjustments made between offices.

Receives and checks documents vouchering obligations for completeness and verifies against previously checked obligation documents for code and appropriations. When the information shown on the voucher is insufficient for identification, the incumbent is responsible for the investigation necessary to complete the information. Attaches obligation documents necessary for audit purposes to the voucher and transmits to the Administrative Audit Unit.

After audit and scheduling, designates on the Form 1312 the Account Charges, amount of obligation to be liquidated, amount of current liquidation adjustment to obligation and whether the liquidation is partial or final. Enters liquidation information on the Form 1101 and files in either the Liquidated or Unliquidated file, depending on whether a complete liquidation has been effected. Routes Form 1312 with copies of schedules and vouchers to Control Desk; transmits vouchers and schedules for certification when notified by Control Desk that funds are available.

The incumbent of this position is responsible for insuring that proper obligations have been established for all vouchers processed and is required to be sufficiently familiar with the program so that he will know when action should be initiated to secure the necessary documentation for known existing obligations.

Income and Expense

Income and Expense analysis records (ledger) are maintained as supporting detail to the Fund Control Record and the allotment ledgers and serve as a basis for the preparation of Operating Statement, Form 621.

The incumbent of this position is responsible for receiving and checking Form 2009, Monthly Summary of Charges and Credit to Tenants Accounts, prepared by the projects. Posts income from the 2009 to the Income Analysis Ledger, broken down by appropriation, project, and classes of operating income; computes entries made in the Ledger as a check of figures shown on Form 2009. Prepares journal vouchers, debiting 10.1 (Accounts Receivable) and crediting 50.1 (Operating Reimbursable Earnings), for Posting Total Operating Income to General Ledger.

Maintains Expense Analysis Ledger broken down by project and by cost distribution. Receives "lot" sheets, tapes and Voucher Distribution Slips, Form 1312 and verifies computations. Post Forms 1312 into Expense Analysis Ledger by voucher totals and by expense account. Receives statements of unliquidated obligations, broken down by project and expense account, from Obligation Desk and adds to voucher totals in order to ascertain total period expenditures.

Computes period and cumulative totals for income and expense and prepares monthly Operating Statement (Form 621) for each management project. In preparing the 621's, makes proratings or estimated proratings and adjustments for such items as Land Rental, Taxes and Payments in Lieu of Taxes.

Cash Ledger (Disbursements and Collections)

The work involves the recording of transfers of cash from the Chief Disbursing Officer, checking of cancellations and other items which increase the Regional Disbursing Officers disbursing cash balance; reconciling the details of the disbursing cash accounts with related items of the Regional Disbursing Officer's account current; comparing disbursing cash balances with unliquidated obligations at end of each month as an aid in estimating the cash requirements for ensuing 60 days and to provide a basis for requisitioning additional cash; preparing journal vouchers transferring monthly summary totals of disbursement transactions to the General Ledger.

In connection with the deposit of all collections, is responsible for the maintenance of the suspense files and working files containing office copies of Schedules of Collection and Certificate of Deposit. Receives stamped official copies of schedules of collection and certificates of deposits from the Regional Disbursing Officer, pulls office copies from the suspense files and compares for discrepancies, attaches and files both copies in the working files. If discrepancies are found initiates correspondence to other Housing Managers or the Regional Disbursing Officer; prepares journal vouchers monthly that reflect the total of all processed schedules in the working files for recording in the general ledger; reconciles monthly the schedules in the suspense files with those either in the Regional Disbursing Office or in transit; reconciles the schedules of collection with Form FPFA 2009, Monthly Summary of Charges and Credits to Tenants Accounts prepared at project site; forwards to central office copies of all collection documents entered into the general ledger during current month; reconciles the collection accounts with related items of the Disbursing Officers account current.

In connection with special deposit collections, maintains files, prepares journal vouchers, and reconciles with Form FPFA 2009 in a manner similar to that outlined above for other collections; processes documents transferring special deposit collections to proper accounts or refunds security deposits to tenants' accounts; makes detail recording by project of schedules of collection, and subsequent disposition action; reconciles the special deposit accounts with related items of the Disbursing Officers' account current.

The incumbent of this position has complete responsibility for all operations involved in the maintenance of the cash disbursements and collections records and files and may exercise supervision over one or more accounts clerks in lower grades assisting in posting, filing, drawing totals, etc., where the workload requires assistance in operating the cash accounting system.

CAF-3, Fiscal Accounts Clerk

Serves as a general assistant in the Accounts Unit, rendering aid to accounts clerks in higher grades in posting data from allotment, encumbrance and liquidation media to the control system of accounts. The incumbent computes daily totals of disbursements and collections, prepares schedules, makes trial balances, as requested and, in accordance with specific instructions, performs other duties incidental to the preparation of the periodic and special reports prepared in the Unit.

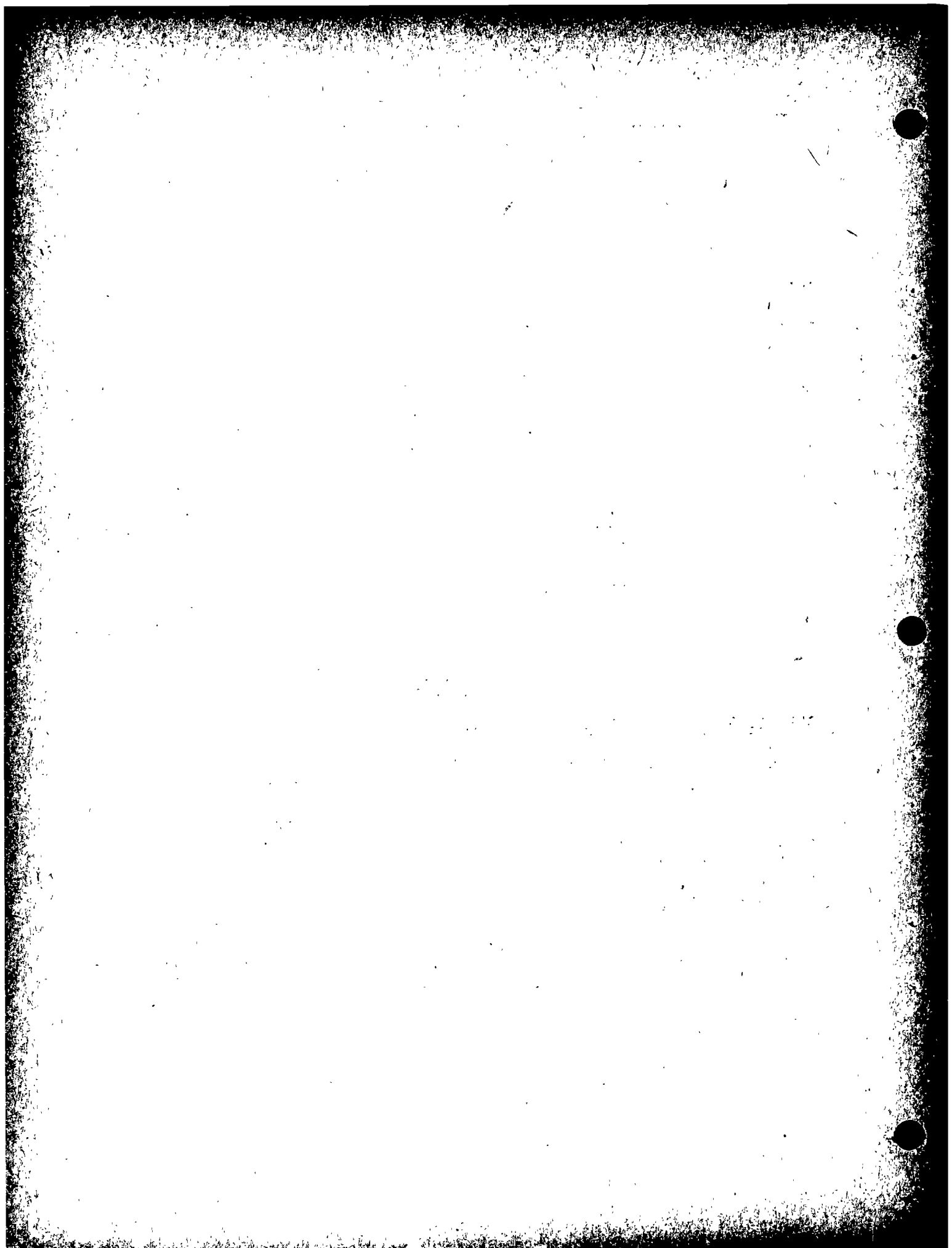
POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: ADMINISTRATIVE ANALYSTKIND OF WORK

Concerns the conduct of studies and surveys of problems of organization, administration, functions and procedures of the internal operation of a Regional Office and the making of recommendations thereon to appropriate officers; the preparation of review, and the editing and clearance of all orders, instructions, manuals, procedures, forms, charts, and other printed materials of internal administrative application so as to insure the working effectiveness of the procedural material, its conformance to existing policy and procedure, consistency in arrangement and proper presentation and issuance; the making of studies and reports on problems of confused or complex operations or of duplicating and overlapping authority and responsibility, with recommendations for the improvement of work methods; the analysis of the need, use and application of special accounting, tabulating, statistical and other major items of mechanical and capital equipment, and the rendering of advice on the procurement of such equipment; the serving as a clearing house for administrative information and instructions by compiling, classifying and maintaining indices of all pertinent instructional and procedural material; and the conduct of long-term management planning designed to adjust regional organization and procedures to anticipated program requirements.

GRADE LEVELSCAF-11, Senior Administrative Analyst

As chief of the Administrative Planning Section, is responsible for planning, coordinating, and supervising all administrative planning activities of the Regional Office. Develops and recommends approval of work programs for major surveys and studies of the organizational structure of the region with the view to recommending plans for the immediate or long-range installation of organizational and procedural changes designed to increase the efficiency, economy and uniformity of operation of the region; and, in this connection, finally determines the need for major studies and recommends approval for the initiation of such studies. Participates extensively in conferences with the highest ranking regional officers on major problems of organization and procedure. Reviews all reports of organization and procedure studies prepared by Administrative Analysts of the staff to determine the feasibility and applicability of survey recommendations, and recommends to his superior the effectuation of such recommendations. Resolves all problems, except those involving major regional policy, arising in connection with the preparation, review and issuance of all administrative orders, instructions, manuals, forms, and procedures governing the internal administration of the Regional Office. Maintains effective contacts and liaison with the Central Office and field



projects for the purpose of insuring adequate and consistent administrative planning for the Regional Office in its relationship with other administrative units of the FPFA.

The essence of this position is its supervisory responsibility, its responsibility for making the most difficult contacts both in the Regional Office and in the field, and its responsibility for the application of expert knowledge and ability to the overall administrative planning function of the Regional Office.

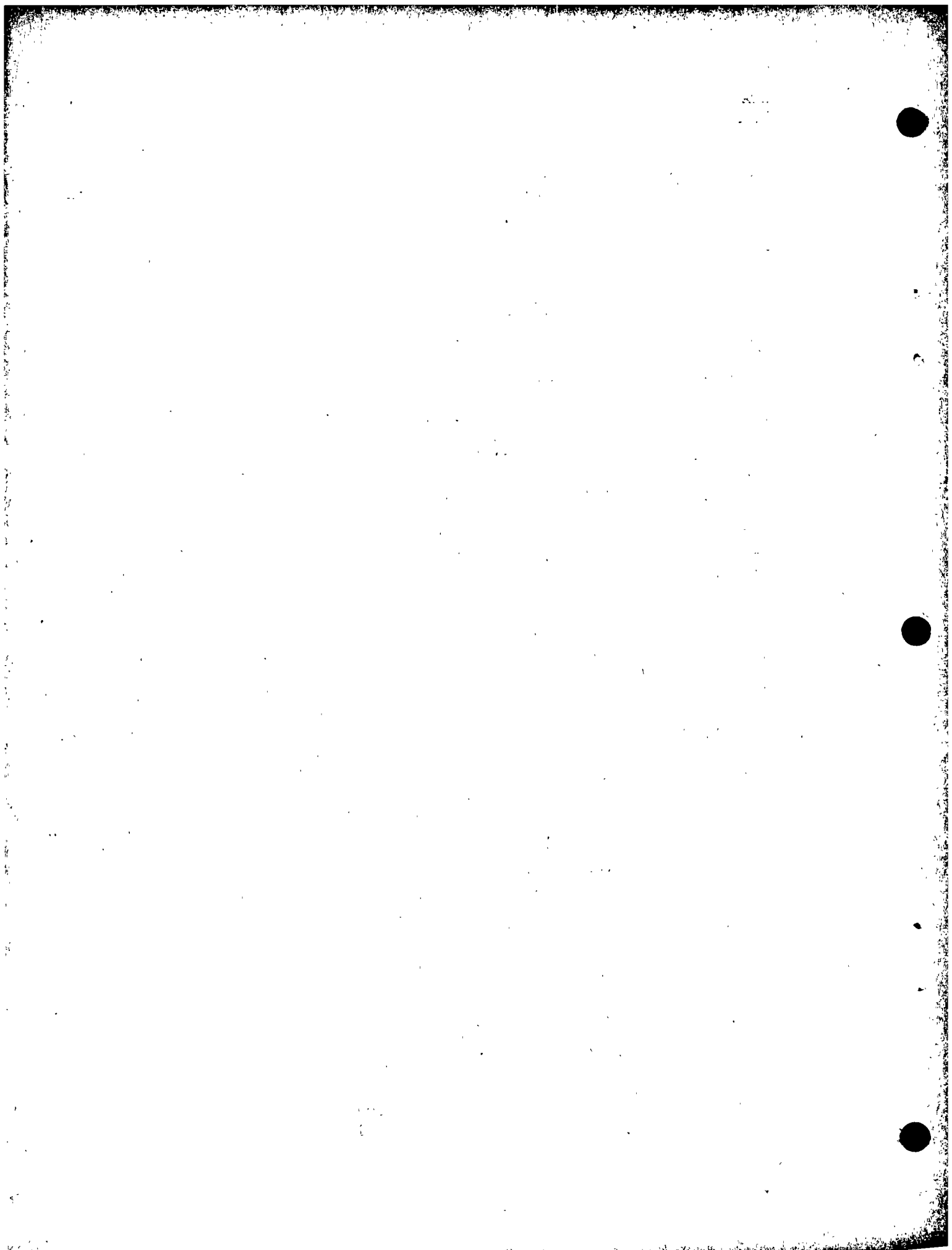
CAF-9, Administrative Analyst

Full grade performance position. Involves primary responsibility for the independent and direct conduct of major organizational and procedural studies, and for the preparation of complete and comprehensive reports on such studies, with conclusions and recommendations for necessary remedial action. The position carries heavy contact responsibility, involving participation in conferences with operating section and division heads and visits to regional project sites to advise on problems of organization, staffing and procedure. The incumbent may serve as a Unit Chief with direct responsibility for a specialized segment of the administrative planning function and with attendant responsibility for the supervision of Analysts of lower grades permanently assigned to the Unit. More commonly, the incumbent will supervise Analysts of lower grade assigned specifically to assist in the conduct of particular studies or work projects.

The essence of this position is its independence of operation in journeyman administrative planning work. The incumbent is not responsible, as in the CAF-11, for the development of major work plans and procedural policies, but is responsible for the application of established professional methods and techniques in all phases of difficult organization and procedure planning, analysis and control. The incumbent should be skilled in the use of the tools of the profession and should have a thorough knowledge of the basic functions, operations, staffing and administrative relationships of the Regional Office. He should have the ability to supervise a squad of Administrative Analysts in the conduct of involved studies and in the preparation of comprehensive procedural issuances. The position requires definite ability to establish and maintain effective contacts under conditions of varying difficulty.

CAF-7, Assistant Administrative Analyst

The Administrative Planning position at this level represents the transitional stage between initial training in the subject matter field and full grade performance of the activities involved. The incumbent of a position at this grade is normally responsible for conducting complete organizational and procedure studies at the simplest problem level, with constant instruction in process and a comprehensive review of findings by the chief of the section. He exercises initiative in the gathering and compiling



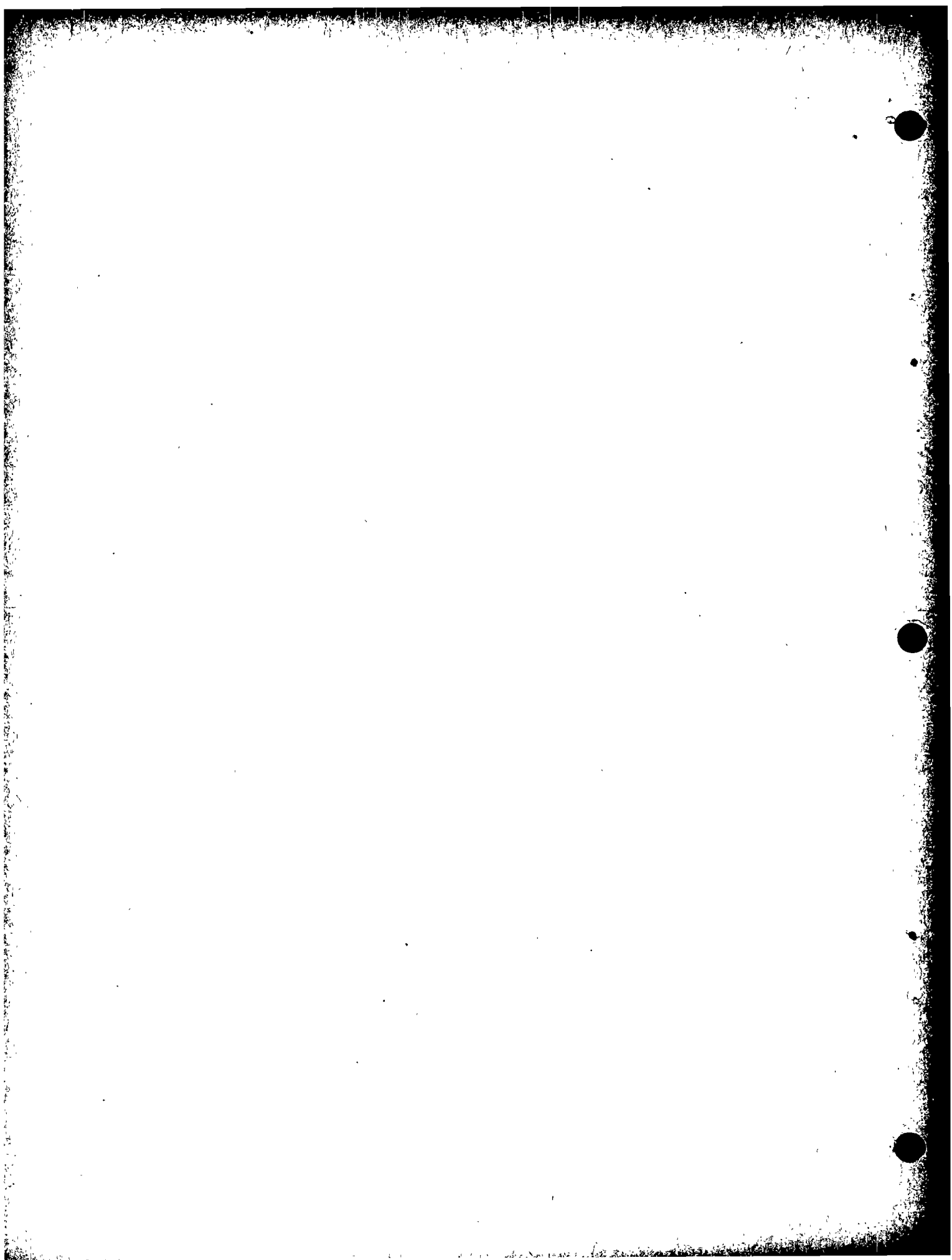
of background data for use in specific studies; in the conduct of such studies, he interviews all necessary persons to secure work data; and he may devise, under instruction, questionnaires and other forms for the securing of information by indirect methods. The incumbent independently applies all standard charting techniques in the analysis of survey data, and prepares for the chief complete reports of surveys and studies conducted independently, with conclusions and recommendations for action.

As a corollary to the independent conduct of complete studies of moderate difficulty, this position carries responsibility for assisting the journeyman Analysts on major organizational and procedure studies, performing specific segments of the survey work independently. Similarly, the incumbent assists in the preparation of comprehensive reports involving major organization and procedural changes and participates in the installation of new or revised procedures.

This position requires a working familiarity with the subject matter, principles, techniques and methods of administrative planning and the application of these knowledges skills and abilities in the conduct of studies and in the preparation or review of proposed or existing procedures and forms. The position involves varied contacts throughout the Regional Office, such contacts, in general, however, being well established and not involving difficult problem situations or matters with policy implications. The incumbent may visit project sites to gather specifically indicated information or to assist a technician of higher grade in the conduct of a major study.

CAF-5, Junior Administrative Analyst

This is the trainee or entrance level. The incumbent makes occasional contact as requested with lower ranking employees of the Regional Office to obtain specifically indicated information. He participates in studies as a trainee with higher grade technicians, making spot-investigations and performing work in major surveys under close supervision. Assembles and compiles, in workable form, background material for specific studies, and makes simple investigations and work audits as directed. Prepares, from detailed information, organization and functional charts representing existing and proposed work situations. Performs, as a major function, responsible work in connection with the issuance of new or revised procedures, involving responsibility for classifying and coding such material, for insuring its issuance in proper form, and for calling to the attention of the Chief instances of policy inconsistency, with recommendations for corrective action. This position is usually a control point for the editing of procedural issuances and for the dissemination of factual data with respect to existing administrative policies, regulations and procedures.



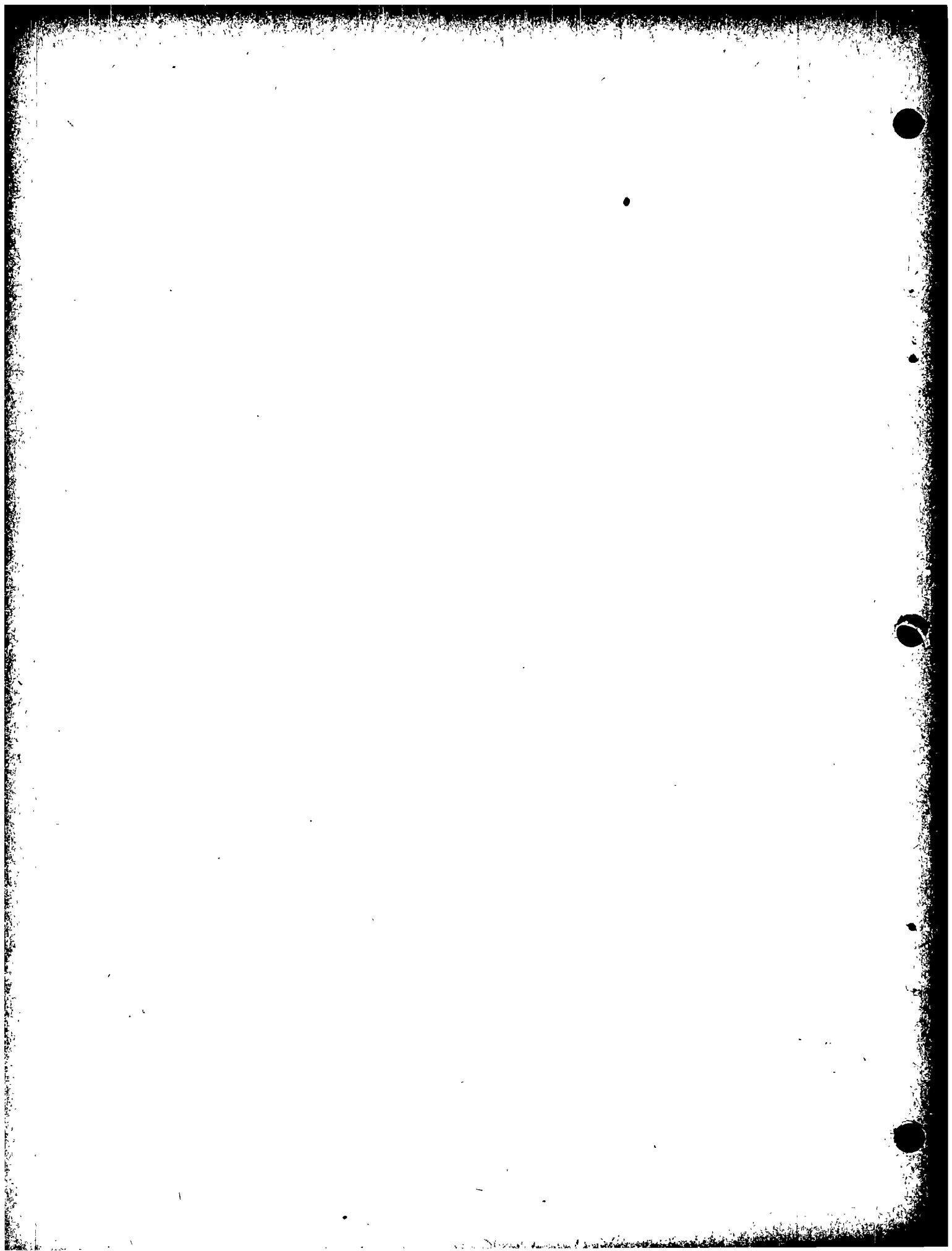
REMARKS

All but two of the Regional Offices, to this date, have seen fit to combine the top Budget and Administrative Planning functions, within their respective organizations, under the responsibility of one man, the Regional Budget and Planning Officer. As indicated in the series standards for Budget Examiner and Administrative Analyst positions, the highest grade in the Regional Offices for these functions performed independently of each other, is Grade CAF-11. It was felt by the Central Office Classification Section that the combination of the most important responsibilities of the two CAF-11 positions into one position, would warrant the allocation of the latter position one grade higher, or Grade CAF-12. This pattern has been followed, therefore, in the allocation of all Regional Budget and Planning Officer positions.

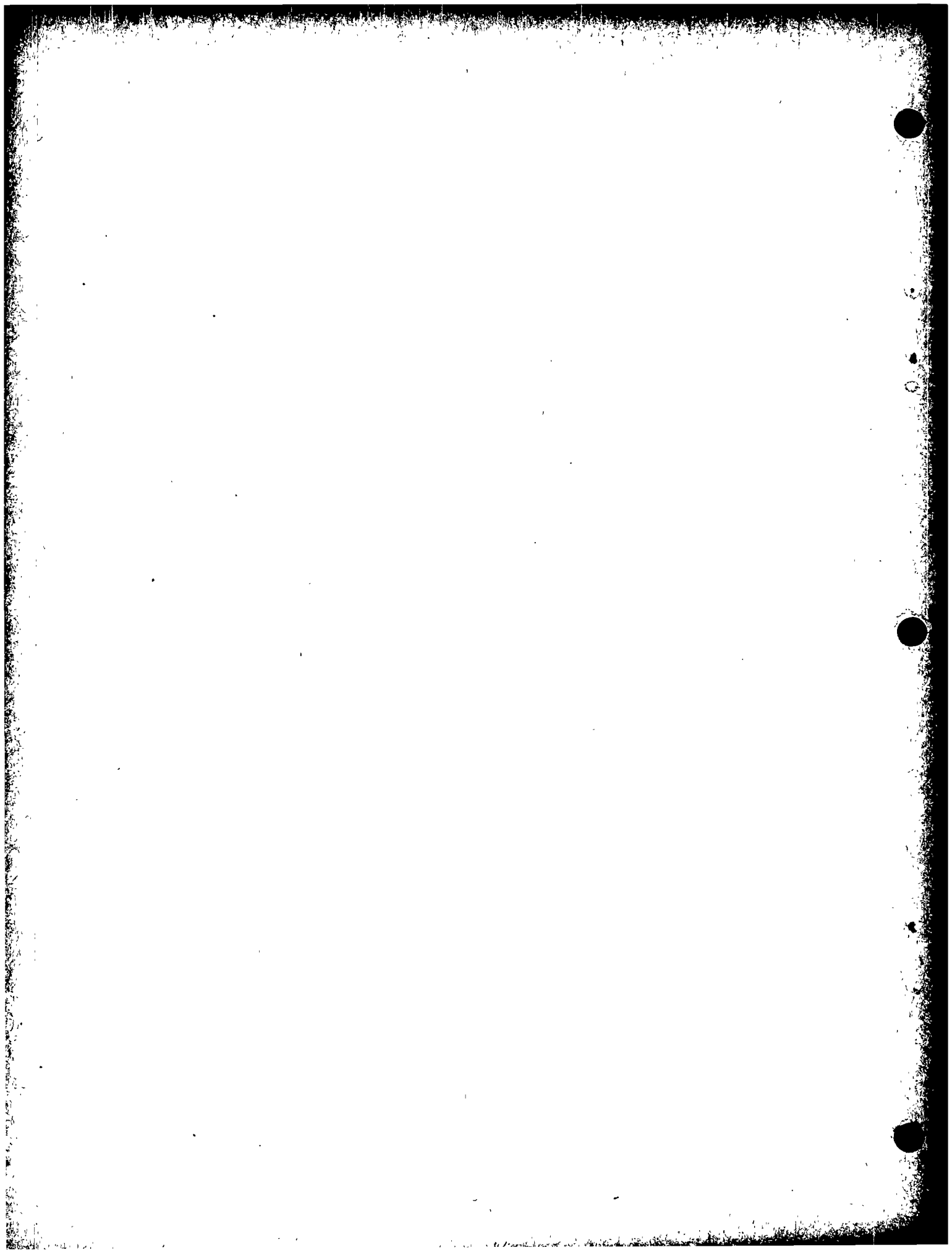
At the same time, however, it was felt that by the consolidation into the one CAF-12 position of the final regional authority and responsibility for decisions affecting both Budget and Administrative Planning, the possibility of a valid CAF-11 position in either subject-matter field was reduced, if not eliminated. Consequently, in most Regional Offices, the next grade of position in the Budget and Planning Section is Grade CAF-9. At this level, the Section may contain one or more Administrative Analysts and one or more Budget Examiners. In all cases up to the present time, the Regions have not felt that the workload of the Budget and Planning Section would require more than one CAF-9 position in each subject-matter field; thus the Budget Examiner, CAF-9, and the Administrative Analyst, CAF-9, may in addition to performing their regular duties, serve as heads of units, supervising one or more Examiners or Analysts of lower grade. Such subordinate positions, at Grades CAF-7 and CAF-5, may be added indefinitely, as the workload requires.

At least one Regional Office has combined at the Grade CAF-9 level, as well as in the Section Chief's position, responsibility for performing both Budget and Administrative Planning duties. These positions are titled Budget and Planning Examiners. It should be added, however, with respect to this, that a similar experiment at combining the two functions at the performance level, undertaken by the United States Housing Authority, proved to be impracticable. It was found that in actual operation, Budget and Planning Examiners tended, almost exclusively of the other function, to perform duties in that subject-matter field for which they were best suited by training, experience and natural aptitude.

With respect to the possibility of establishing a valid Grade CAF-11 position under the combined Budget and Planning setup, the only justification for such a Grade would seem to be an increment of workload upon the Section so great that it became necessary for the Budget and Planning Officer to have high-grade assistance in the management of the Section's activities. In other words, it does not seem likely that this Grade could be justified without there taking place a substantial increase in the size of the



Section's staff. Such a development would immediately point-up the need for additional competent supervision from the top, and would reflect an increase in volume of work and technical problems requiring expert management and treatment. In any event, a CAF-11 position, if established, should, as well as the position of the Chief, combine responsibility for directing both budget and administrative planning activities.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: ATTORNEY

KIND OF WORK

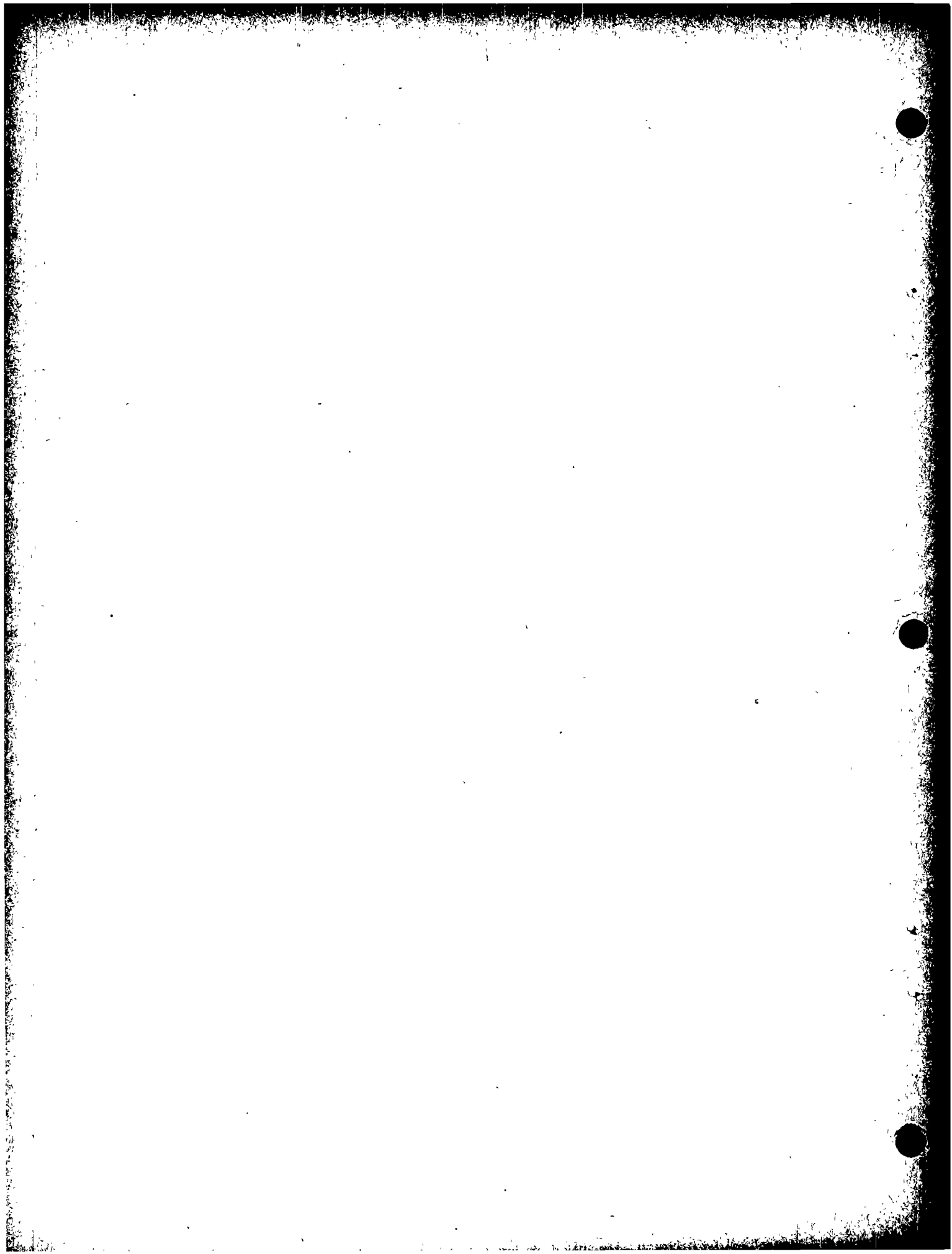
Concerns the analysis of actions of a regional office to insure conformity to existing administrative and functional legislation; the advising of Local Housing Authorities and regional officials on legal problems in connection with operations and on interpretations of acts, rulings, and opinions; the preparation of recommendations for preventive or remedial measures, and the reviewing of all actions challenging or hindering FPHA operations, involving the negotiation of agreements, the preparation and review of documents prepared by Local Housing Authorities concerning organization and financial administration of Local Housing Authorities, the arrangement of financial agreements, the legal adequacy of technical and general legal provisions of contracts, resolutions, and other commitments, and the analysis, review, and advising on agreements and other documents in the fields of constitutional, administrative, real estate, tax, utility, and labor law.

GRADE LEVELSP-7, Regional Counsel

Acts as Chief of the Legal Section with responsibility for all legal work of the region, and serves as legal adviser to the Regional Director and other regional officials. Organizes, plans, and directs the work of attorneys of lower grades and finally reviews major legal matters in which final authority rests with the region. Confers with the Regional Director, General Counsel, and other regional and Central Office officials on matters of policy determination and of an unprecedented nature, recommending changes in policy as deemed necessary. A major part of the time of this position is spent as adviser to the Regional Director on all legal affairs connected with the development and management of housing projects, and in making trips to the field and to the Washington Office.

P-6, Principal Attorney

Acts as Assistant Regional Counsel aiding him in organizing and directing the work of the legal staff. Assigns and supervises the work of lower grade attorneys and coordinates the preparation, review, correction, and approval of correspondence, proceedings, resolutions, agreements, organization transcripts, certificates, waivers, contracts, advance and temporary loans, permanent financing, opinions, management matters, and other legal and administrative work. Makes field trips as directed by the Regional Counsel to determine the more difficult and important matters involving novel questions of law, and legal policies and procedures. Upon request comments on proposed legislation prepared by the Central Office for states



in the region and suggests amendments or revisions. The principal allocating factors of this position are its active participation in the supervision and review of lower grade attorneys, and its responsibility of acting as Regional Counsel in the absence of that officer.

P-5, Senior Attorney

Is responsible for the legality of all acts undertaken in connection with one or more phases of the regional legal program, assigning, supervising and reviewing the activities of one or more attorneys of lower grades in connection with the performance of this work. The types of work may include one or more of the following:

Checks, reviews, and approves specifications, bids, contracts and contract awards and negotiates final settlements, interpreting laws, opinions and rules, and preparing and reviewing recommendations on claims arising from construction and equipment contracts.

Or:

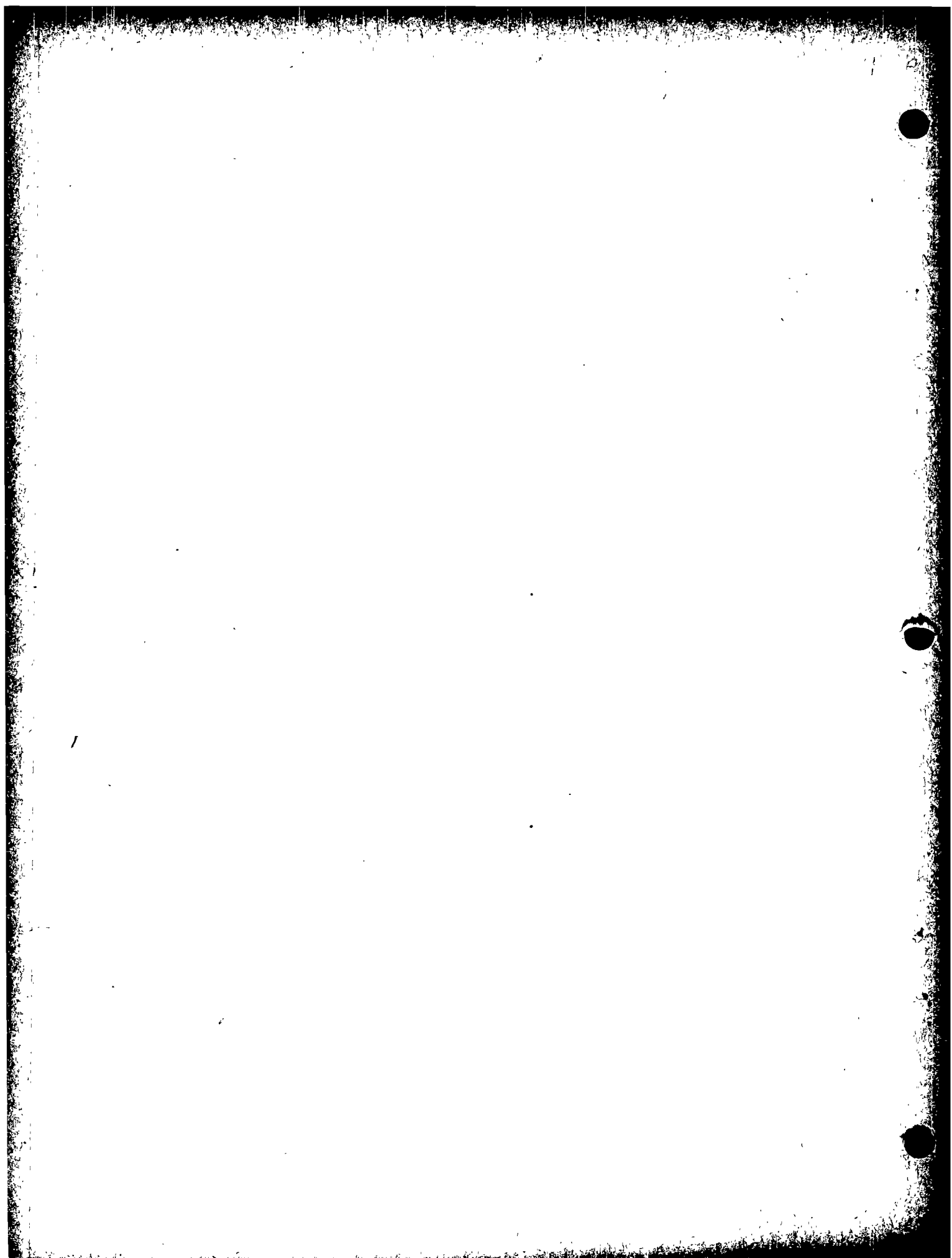
Reviews reports, documents, and papers pertaining to legal compliance of organization transcripts, applications for financial assistance, requisitions for purchase of advance loan notes, temporary and permanent financing matters, and payment of annual contributions, for conformance to policy and compliance with legal restrictions. Supervises the preparation of complete transcripts for temporary financing, closing papers, requisition forms, clearances, bond resolutions, and other actions in connection with the financing of projects.

Or:

Drafts leases, contracts, and other documents pertaining to the management of projects. Checks and reviews leases of all types, extracts from minutes of meetings and resolutions of Local Housing Authorities concerning tenancy, agreements for payments in lieu of taxes, eviction of tenants, legal phases of racial relations matters, educational and other facilities for tenants of directly operated projects.

Or:

Reviews deeds, easement contracts, settlement sheets, and certificates of title before submission to Central Office for condemnation proceedings. Reviews and recommends approval of legal fees in connection with site acquisition; prepares deeds of conveyance, documents for annexation of project property by political subdivisions; advises Local Housing Authorities' attorneys on preparation of legal instruments for institution of condemnation proceedings, and on procedures and legality of proceedings relating to vacation of streets, roads, etc.



Incumbents of positions in this grade level act as specialists in the particular legal field working without supervision or review except in unusual cases in which unprecedented legal matters are concerned. Incumbents make field trips to advise and assist Local Housing Authorities and their attorneys in connection with the above matters, and on these occasions represent the Regional Counsel and Regional Director.

In regions which the top positions are depressed one grade due to a limited program, incumbents assist the Regional Counsels in assigning, Supervising and reviewing the work of all attorneys of lower grade.

P-4, Attorney

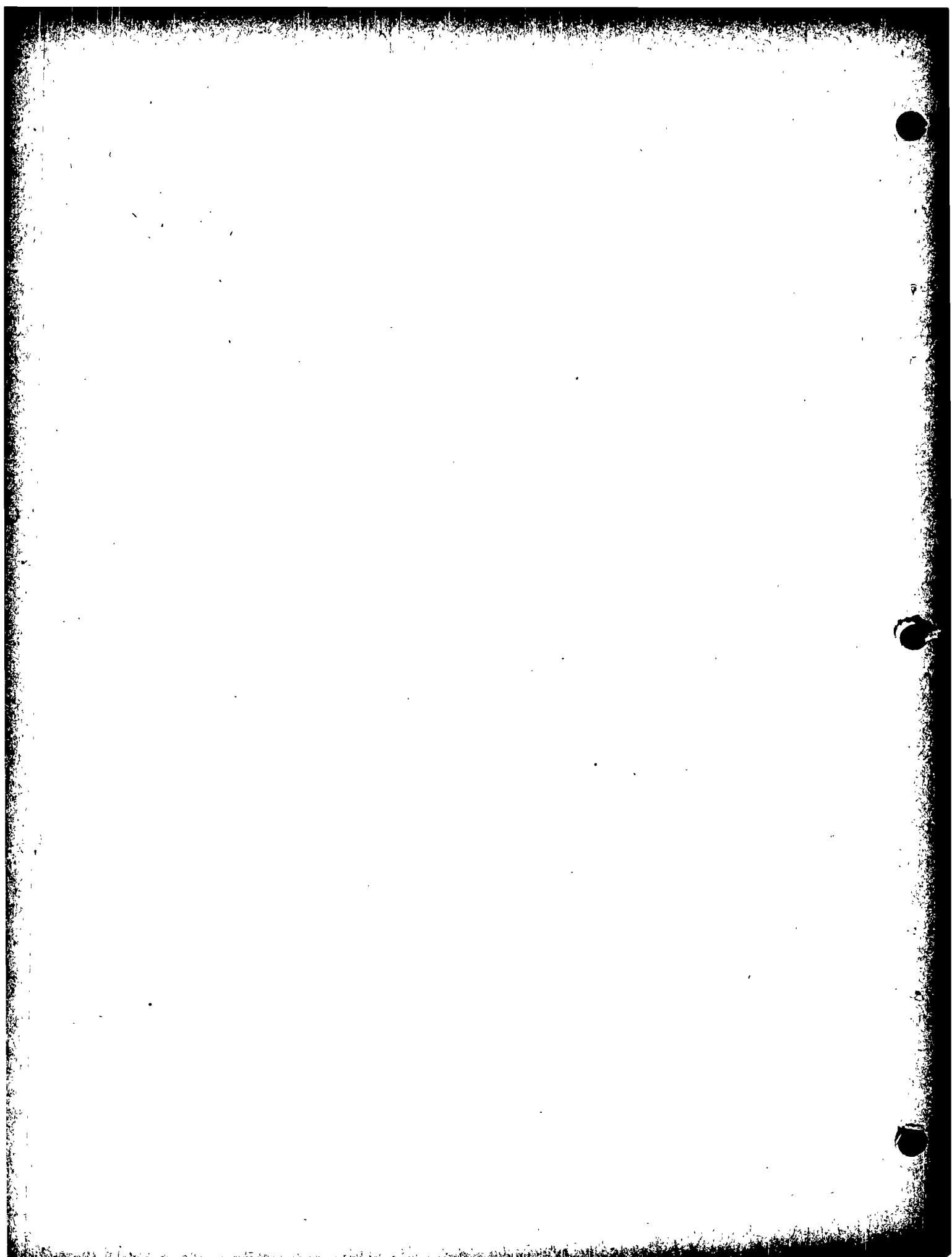
This is the journeyman level for legal work and includes responsibility for operating independently on major assignments. Is responsible for handling legal matters for one or more projects, states or areas within a region, such as the legal compliance of organization transcripts, applications for financial assistance, and requisitions for the advance of funds. Review these items for legal sufficiency, conformance to local requirements and FPHA policies and procedures, and recommends revisions of these documents as necessary to comply with the legal and policy requirements. In connection with this work as Project Attorney makes field trips to render advice and assistance to Local Housing Authorities within the scope of established policies and procedures, and limitations imposed by local and federal laws. May review material dealing with various phases of the regional program to determine conformance to FPHA requirements subject to final approval by attorneys of higher grade.

Attorneys of this grade level operate independently, analyzing problems and developing approaches to their solution but without authority to commit FPHA except in accordance with well defined standards. Their work is reviewed generally for over-all conformance to policy by a Senior Attorney, specialist in the particular phase of work, or by the Principal Attorney. May make assignments of less complicated types of work to attorneys of lower grade but is not responsible for the work performed by such attorneys.

Or:

Utilities Attorney

Is responsible for all legal work in connection with obtaining utilities for the region including the preparation of contracts and negotiating with public utility for electric, gas and water facilities for housing projects. This position, although a specialist in legal utility matters, is allocated in the P-4 Grade due to the light flavor of the work.



P-3, Associate Attorney

Works on special phases of regional review as assigned by Senior Attorneys or Project Attorneys to assist them generally as directed in accordance with instructions. Examine title documents and transfers, negotiates with abstract companies, performs research and prepares opinions, furnishes assistance to Local Authorities on land acquisition matters such as appraisal survey, option, title information and related services.

Attorneys of this grade operate independently from general assignment except on matters of unusual difficulty. Conclusions are generally excepted without close analysis on arguments but review is made for conformance with established policies and procedures.

Or:

In utility work this the performance level. Incumbents of these positions receive assignments from the Utilities Attorney, contact and negotiate with the utility companies for proper contracts. Work is performed independently receiving only general review.

P-2, Assistant Attorney

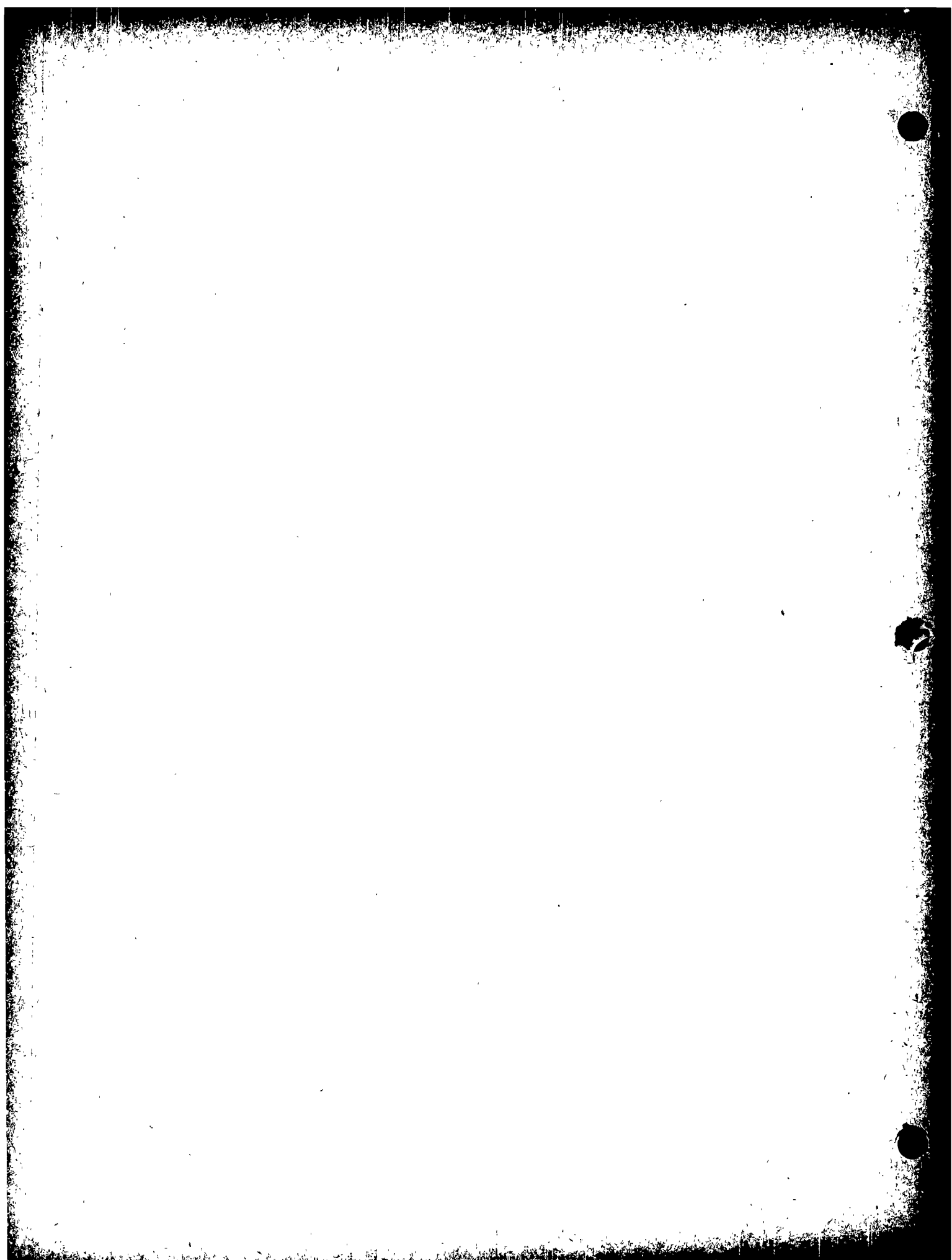
Performs various specialized office assignments which are accompanied by specific instructions as to the related policies and procedures. Drafts simpler contracts, makes drafts of forms and applications for financial assistance, makes preliminary review of bids, wage rates, bonds and insurance matters and prepares recommendations and reports of investigation and research. Positions at this level are limited to office work. Conclusions and reasoning are checked for technical adequacy as well as by the application of standards, but there is responsibility for the accuracy of detailed, completeness and conformance to establish procedure where there is little question of interpretation.

P-1, Junior Attorney

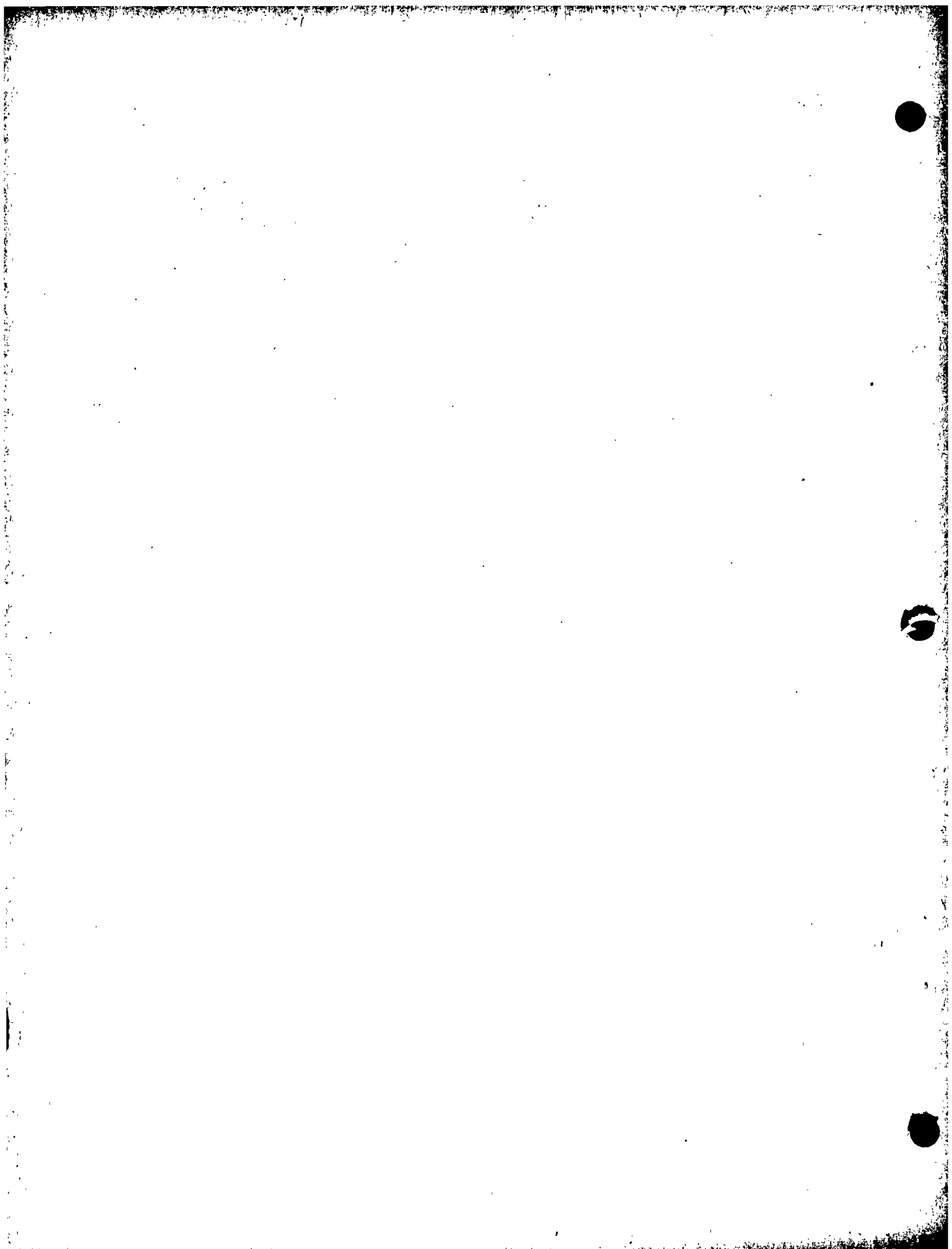
This is a Trainee position. Performs legal research and prepares briefs and opinions on various regional matters. Examines legal documents and gives general assistance to Senior Attorneys and Project Attorneys. Positions at this grade are assigned to office work exclusively and receive specific instructions as to conclusions to be developed but have responsibility for accuracy, the application of general legal principals, and for following directions as given.

REMARKS

In the old USHA organization the top regional legal position was Regional Legal Adviser, P-6, with the Senior Attorney, P-5, who acted as Finance Attorney, usually being given the authority to assist the P-6 attorney in



his duties and to act as Regional Legal Adviser in his absence. Upon the establishment of the new FPHA regional organization, it was administratively determined that the top position be allocated as Regional Counsel, P-7. In some regions the incumbent of the old P-6 position was promoted to P-7, in others the new position was filled by outside still encumbered. Because of this situation and also since the duties of the Regional Counsel in most regions necessitated his making frequent trips away from the regional office and spending much time on special assignments for the Regional Director, it was decided that a Principal Attorney, P-6, be established with responsibility for acting supervision of the staff of the office, coordination of the various phases of the legal program and review of work for signature by the Regional Counsel. The principal basis for determination of the correct allocation of P-4 and P-5 positions in this series is the type of review given the work of the incumbent. Since the P-5 grade is that of a specialist in a particular phase of legal work, material and recommendations prepared by attorneys of this grade should never be subject to more than a cursory review if any. Senior Attorneys are usually referred to by Regional Counsel for advice and opinions on matters relating to their specialty, such recommendations being considered authoritative and final. Attorneys of P-4 grade, although of journeyman level and capable of carrying out an assignment with complete independence, are subject to review by the Principal Attorney for conformance to over-all policy even though not for fact or accuracy.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: BUDGET EXAMINER

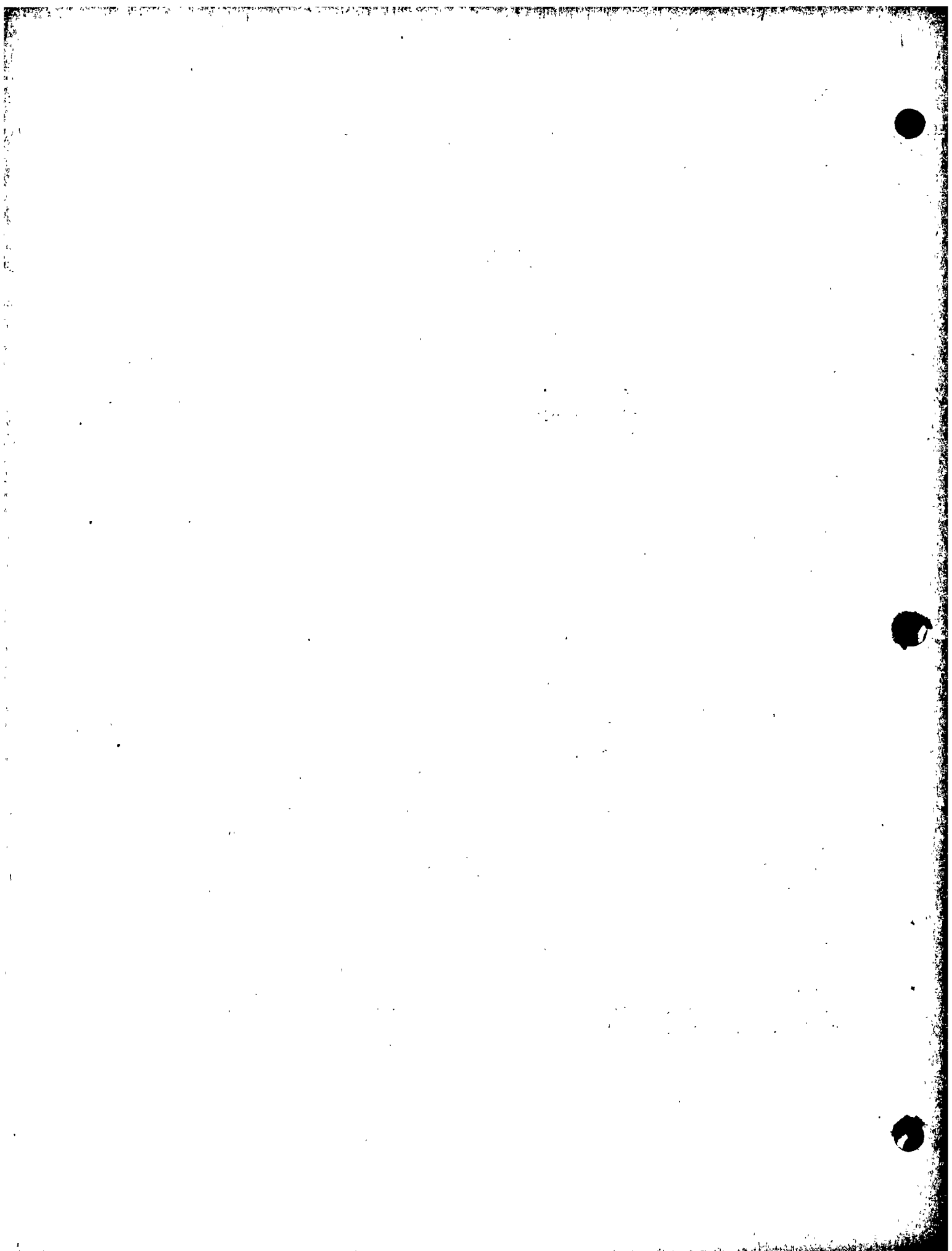
KIND OF WORK

Concerns the conduct of all activities in connection with the budgeting and controlling of regional office administrative funds and with the preparation and administration of project development and management budgets; the preparation of annual and supplemental budget estimates and justifications, together with all required supporting materials and exhibits for review and consolidation by the Central Office; the development of techniques, forms, procedures and criteria pertaining to and facilitating budgetary preparation, control and administration; the conduct of administrative fiscal reviews and studies in collaboration with, or as a result of, studies made by the Administrative Planning unit of the Region; the rendering of advice and assistance to division and office heads and to housing managers on matters related to operating budgets and expenditures; the review for need, validity, and availability of funds of all requests involving expenditures for additional personnel or administrative services; the making of continuous workload evaluations of all organizational units for budgetary purposes; and the preparation of such periodic and special budgetary and fiscal reports as may be required by the Regional Director, the Commissioner, the Bureau of the Budget, the U. S. Treasury and Congress.

GRADE LEVELS

CAF-11, Senior Budget Examiner

As Regional Budget Officer, responsible for directing, planning and coordinating all budgetary activities of the Regional Office. Makes final recommendations for the approval of plans for long-range regional budgetary programs. Directs the conduct of fiscal studies and surveys of workload to determine performance standards, needs and criteria and to measure work accomplishment against workload; develops and establishes procedures followed in such studies and surveys, reviews reports prepared by subordinates, evaluating the data and material collected, and makes resulting recommendations for the approval and adjustment of all budgetary estimates and allotments. Conducts conferences with the Regional Director and other high-ranking officers of the regional office with respect to budgetary needs and problems and recommends the establishment of necessary fiscal policies, procedures and methods. Represents the Regional Director in liaison with the Central Office on all budgetary matters affecting the region, particularly with regard to annual estimates and justifications and to the allotment of funds to the regional office and to projects within the region. Reviews and gives budgetary approval to all project development and project management budgets and collaborates with the Management Division of the Regional Office in the development and application of unit cost criteria to the formulation and administration of such project budgets.



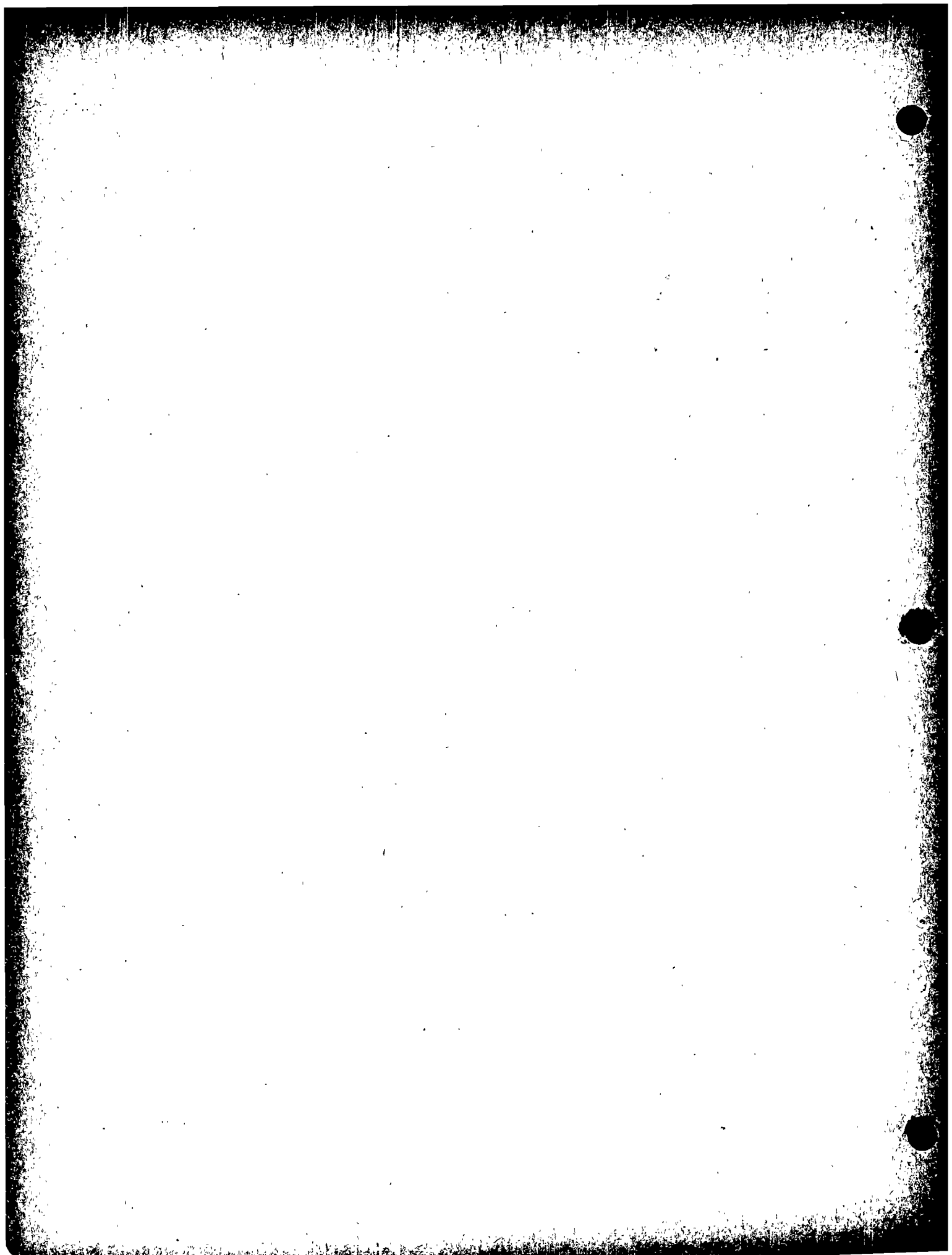
This position represents the responsible budget authority of the region. The incumbent's major administrative responsibility is that of supervising the activities of the Budget Section, involving direct technical responsibility for insuring the provision of adequate funds to meet a fluctuating operating program need. The incumbent has primary responsibility for the development of sound budgetary policies and procedures and for their application in such manner as to guarantee an economic and efficient administration of the regional office program.

CAF-9, Budget Examiner

This is the full-grade performance level of budget work. The position carries major responsibility for the actual preparation of the Region's budgetary estimates and justifications. The incumbent applies, with journeyman skill, all necessary budgetary techniques and methods in the assembling of basic workload data, the evaluation of such data in terms of budgetary standards and criteria, and the measurement of financial needs of the various organizational units. In cooperation, usually, with the Administrative Planning Unit, and under the supervision of the Budget Officer, the incumbent of this position devises, installs, and revises such budgetary systems, reports and forms as are necessary for the budget control of expenditures in the regional office and on the projects, as well as those systems, reports and forms required in the preparation of annual, deficiency, and supplemental budget estimates. Makes analyses and investigations of considerable difficulty and importance and prepares comprehensive reports for the Budget Officer, setting forth conclusions and recommendations for remedial action. Maintains a current control of expenditures to insure economy and propriety of expense, this being accomplished largely through the review of requisitions for personnel, equipment and supplies. Participates with the Regional Budget Officer in conferences and hearings with division and section heads on their budgetary requirements, acting as technical assistant to the Budget Officer in these meetings. The position involves a heavy contact responsibility, both within the regional office and with the projects in the field. In such contacts the incumbent operates under only general instructions and with authority to make decisions not affecting major fiscal policy. The position is distinguished from positions of lower grade in the same series chiefly by the incumbent's technical independence of operation, by his wider and more important contacts, by his thorough knowledge of budgetary methods, principles and techniques, and by the authority delegated to him for making final decisions on specific expenditure proposals. This position also may carry responsibility for supervising examiners of lower grade as assigned permanently, or assigned specifically to assist in major studies and surveys.

CAF-7, Assistant Budget Examiner

This position represents the transitional level between the entrance or trainee grade and the journeymen performance level of budgetary work. The position involves no responsibility for supervising others; rather, the



incumbent receives fairly detailed instructions from examiners of higher grade in connection with assistance rendered by the incumbent in the making of investigations, the review of requisitions for operating expenditures, and the preparation of special reports required by officials of the Regional and Central Office. Makes analyses and investigations of moderate difficulty and importance, with responsibility for initial fact-finding evaluation and application. Independently, prepares special reports containing recommendations for the approval of proposed expenditures or for the adjustment of allotments and apportionments to meet work load fluctuations. Contacts officers of the Region along well-established lines, and on occasion makes trips to project sites to gather specifically indicated information or to assist higher-grade Examiners in more extensive investigations.

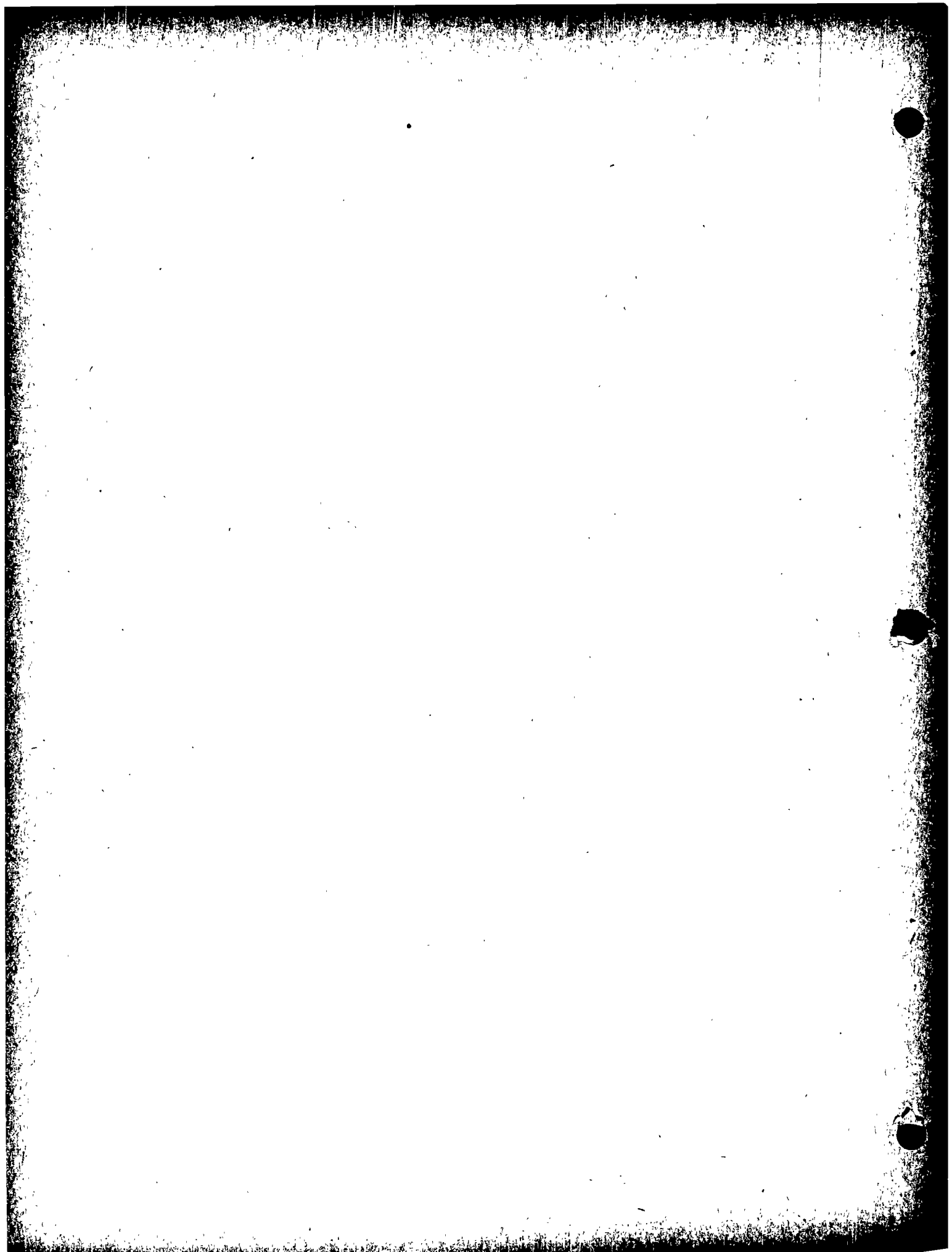
CAF-5, Junior Budget Examiner

As a trainee in the field of work, makes budgetary analyses and investigations on matters of minor difficulty and importance with responsibility for initial fact-finding and assembling of materials to be incorporated in final reports. Under specific instructions as to purpose and procedure, contacts operating officials to gather workload data, to discuss the need for proposed expenditures or to effect clearance. Assists, under close supervision and for training purposes, in the preparation of special and periodic fiscal and budgetary estimate or statements required by administrative officials of the Region, Central Office, or regulatory agencies.

This grade is the beginning level for technical budget examining work. The position requires no previous training in or knowledge of the technique of budget preparation and control. The incumbent of the position receives close and continuing supervision in the execution of assignments at the most routine problem level. Basic responsibilities of the position are for the exercise of increasing initiative and independence in the assembling of work data for larger studies and other budgetary operations, the making of contacts in well-established channels for the purpose of obtaining or reporting information, the preparation of organization, functional and other charts useful in the budget process, and the preparing of supporting materials and exhibits for annual and supplemental budget estimates.

REMARKS

All but two of the Regional Offices, to this date, have seen fit to combine the top Budget and Administrative Planning functions, within their respective organizations, under the responsibility of one man, the Regional Budget and Planning Officer. As indicated in the series standards for Budget Examiner and Administrative Analyst positions, the highest grade in the Regional Offices for these functions performed independently of each other, is Grade CAF-11. It was felt by the Central Office Classification Section that the combination of the most important responsibilities of the two CAF-11 positions into one position, would warrant the allocation of the latter position one grade higher, or Grade CAF-12. This pattern has been

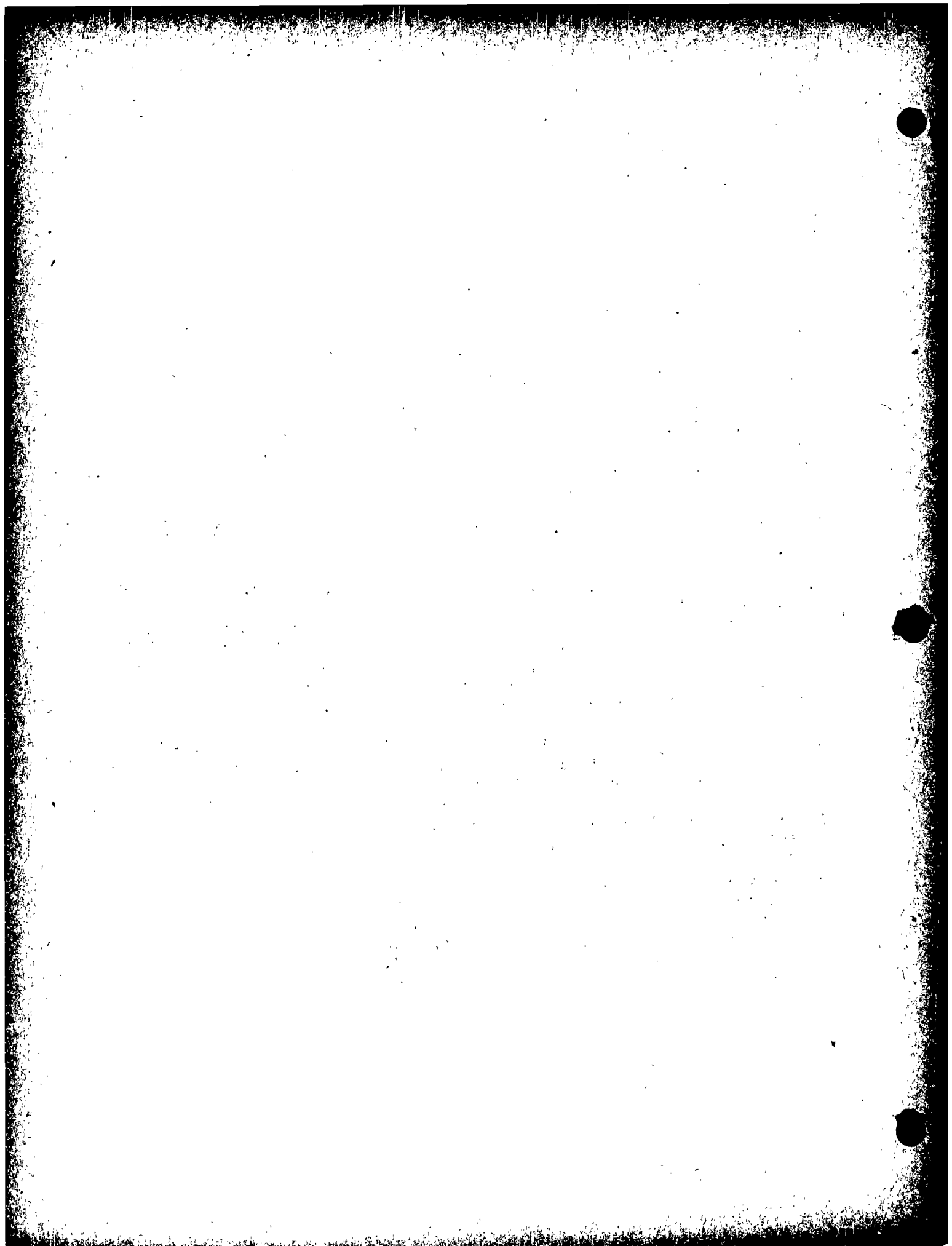


followed, therefore, in the allocation of all Regional Budget and Planning Officer positions.

At the same time, however, it was felt that by the consolidation into the one CAF-12 position of the final regional authority and responsibility for decisions affecting both Budget and Administrative Planning, the possibility of a valid CAF-11 position in either subject-matter field was reduced, if not eliminated. Consequently, in most Regional Offices, the next grade of position in the Budget and Planning Section is Grade CAF-9. At this level, the Section may contain one or more Administrative Analysts and one or more Budget Examiners. In all cases up to the present time, the Regions have not felt that the workload of the Budget and Planning Section would require more than one CAF-9 position in each subject-matter field; thus the Budget Examiner, CAF-9, and the Administrative Analyst, CAF-9, may in addition to performing their regular duties, serve as heads of units, supervising one or more Examiners or Analysts of lower grade. Such subordinate positions, at Grades CAF-7 and CAF-5, may be added indefinitely, as the workload requires.

At least one Regional Office has combined at the Grade CAF-9 level, as well as in the Section Chief's position, responsibility for performing both Budget and Administrative Planning duties. These positions are titled Budget and Planning Examiners. It should be added, however, with respect to this, that a similar experiment at combining the two functions at the performance level, undertaken by the United States Housing Authority, proved to be impracticable. It was found that in actual operation, Budget and Planning Examiners tended, almost exclusively of the other function, to perform duties in that subject-matter field for which they were best suited by training experience and natural aptitude.

With respect to the possibility of establishing a valid Grade CAF-11 position under the combined Budget and Planning setup, the only justification for such a Grade would seem to be an increment of workload upon the Section so great that it became necessary for the Budget and Planning Officer to have high-grade assistance in the management of the Section's activities. In other words, it does not seem likely that this Grade could be justified without there taking place a substantial increase in the size of the Section's staff. Such a development would immediately point-up the need for additional competent supervision from the top, and would reflect an increase in volume of work and technical problems requiring expert management and treatment. In any event, a CAF-11 position, if established, should, as well as the position of the Chief, combine responsibility for directing both budget and administrative planning activities.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: CLERK

KIND OF WORK

Concerns the rendering of assistance to administrative, professional and technical employees, not calling for the application of technical or executive judgment, by the performance of clerical work of a general or miscellaneous character, such as: receiving, recording, routing and reviewing mail; composing correspondence, maintaining records, preparing forms, making appointments, compiling data, and giving out information of a non-policy nature; making calculations, preparing reports and processing documents in accordance with established procedure or as directed, with the responsibility for clerical detail with respect to orderliness, timing, accuracy and completeness.

CAF-6, Principal Clerk

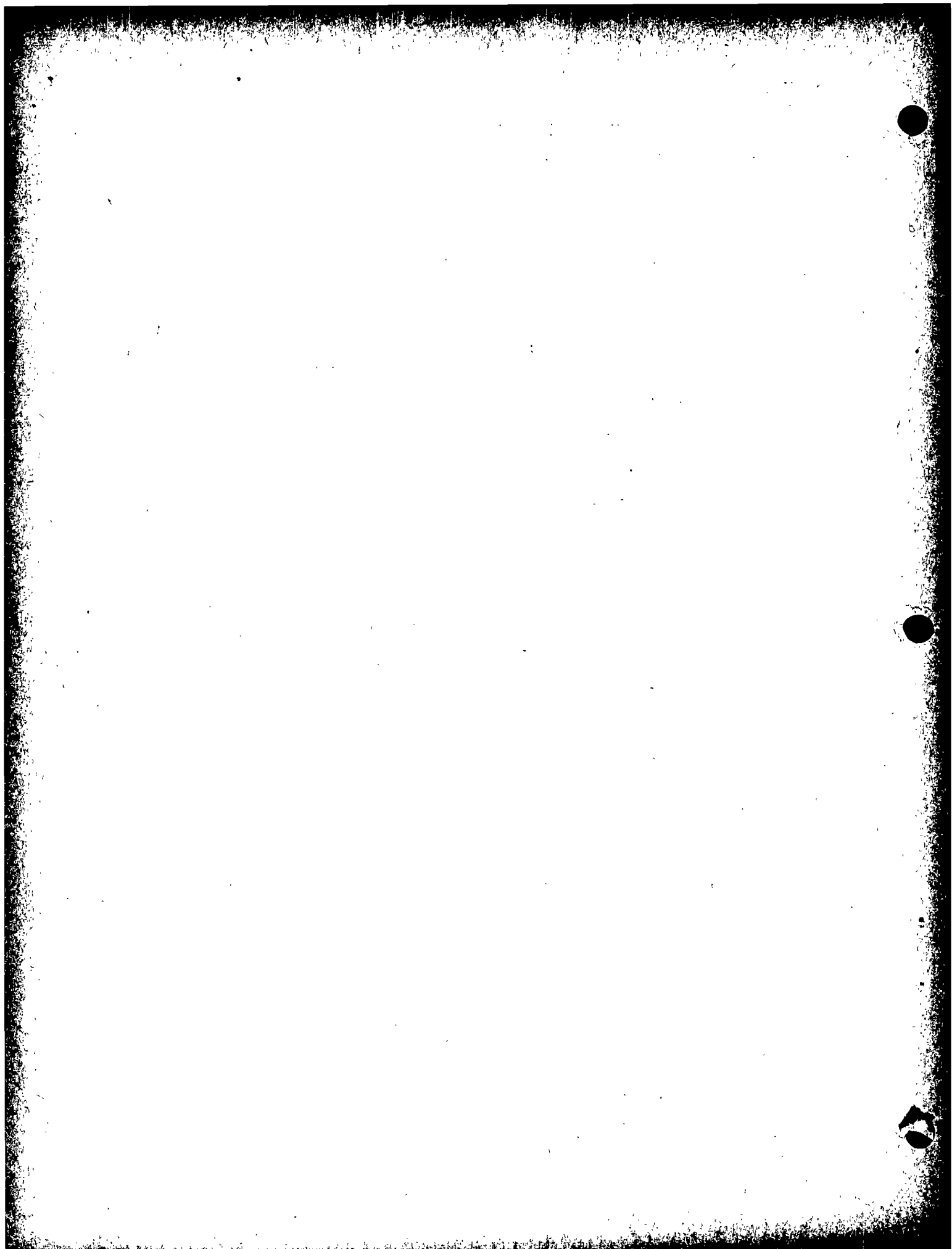
In a Regional Office, serves as the administrative clerk, and in this capacity performs work of a difficult nature involving responsibility for the coordination of administrative services such as mail and file, travel, stenographic pool, minor supplies, messenger service and communications. Sets up and recommends procedures for the office. Studies requirements of the operating sections and adjusts procedures to meet these requirements. Composes correspondence of a technical nature requiring independent judgment and initiative. Supervises approximately 30 employees. Finally approves personnel for positions in connection with the above-mentioned activities.

This level applies only where the supervisory responsibility is for a staff of over 30 employees.

CAF-5, Senior Clerk

In a Regional Office, serves as the administrative clerk and is responsible for the coordination of administrative services of the Region, such as mail and file, travel, stenographic pool, minor supplies, messenger service and communications; sets up and recommends procedures; studies requirements of the operating sections and adjusts procedures to meet these requirements; composes correspondence of a semi-technical nature; supervises approximately 15 to 20 employees.

The Senior Clerk position is distinguished from the Principal Clerk by the difference in supervisory responsibility. In the former position the approximate number of employees supervised is less than 20, whereas in the latter, the number is well over 30. The difference in number of employees supervised reflects a difference in the workload and managerial and technical problems confronting the Administrative Clerk sufficient to warrant a one grade difference in allocation.



Or:

Senior Clerk

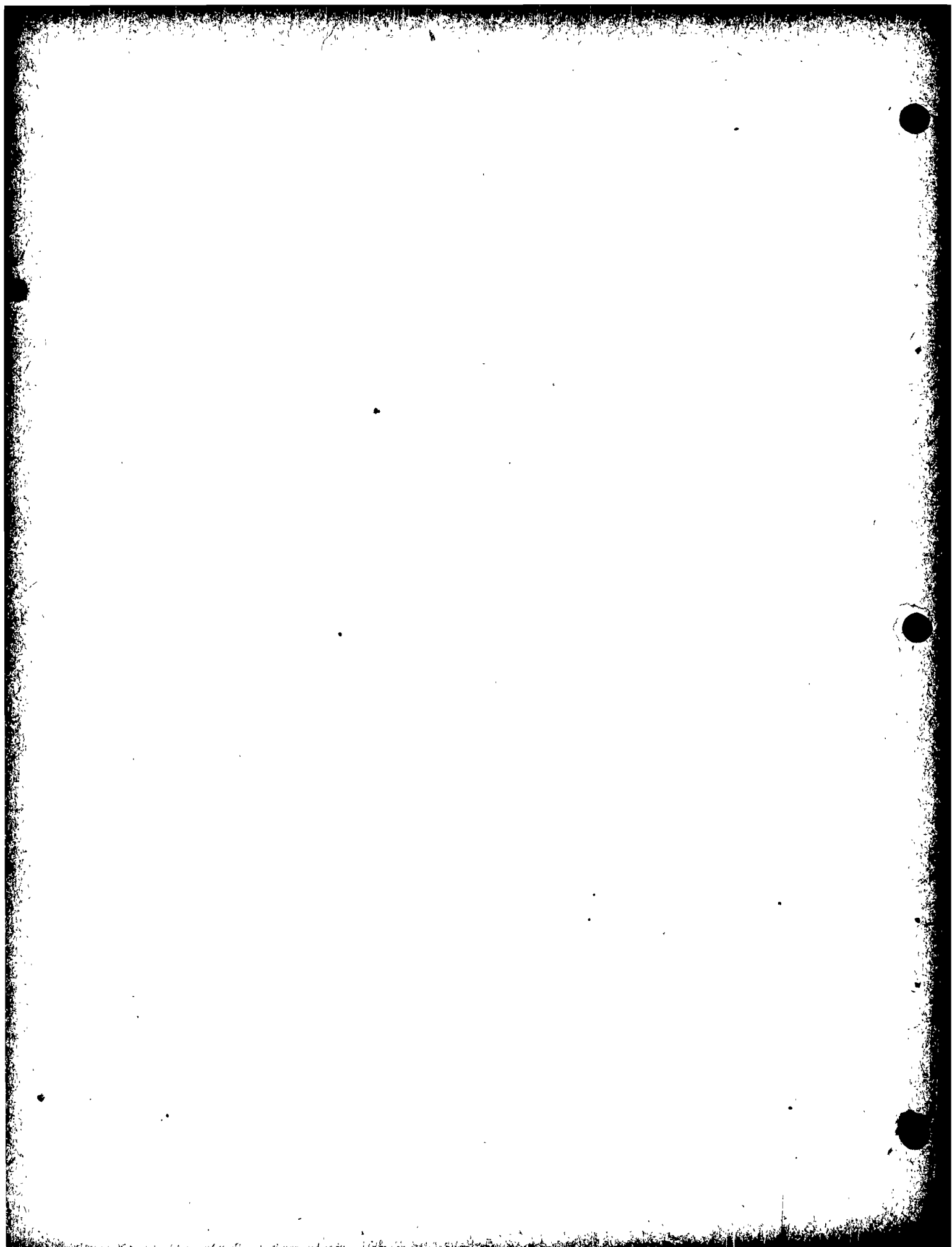
In a Regional Office, performs difficult and responsible clerical work of a specialized and semi-technical nature, not otherwise specifically classified, requiring considerable experience and training and the exercise of independent judgment. Typical duties at this level are: the critical and careful analysis of data, as is found in a Land Clerk's position in the review of appraisals to insure the accuracy of site data, involving comparisons with legal descriptions, and the correctness of form and content and the consistency of values; or the review of contracts or documents as performed by a contract clerk, for the purpose of insuring compliance with policy requirements and government regulations, involving the checking of documents for accuracy of content, such duties require a knowledge of the work of the section and the policies and procedures controlling the preparation, content, submittal and processing of important documents. Another typical function of a position at this level is the compilation and assembling from general instructions of periodic and special reports, requiring thorough knowledge of important and complex subject matter fields. The incumbent performs also considerable research and investigation, involving the use of the files and records and contacts with other offices of the Region, requiring judgment as to sources to be developed and material to be selected. Typical of the work of this position is the giving out of information of a semi-technical nature relative to the work of the office, not involving interpretation of policy, but requiring a full understanding of pertinent policies and procedures. The incumbent composes and dictates correspondence of a semi-technical nature relative to the activities of the section, and maintains records and files in connection with the work.

In summary, allocation factors for determining this level are:

The specific review of documents for completeness, adequacy and accuracy of content; the preparation of periodic and special reports requiring knowledge of subject matter, policy and procedure; and the exercise of independent judgment in the critical analysis of data and material submitted. Such positions are rare and exist only where the subject matter involved is important and complex. This position is not journeyman level and therefore cannot be duplicated.

CAF-4, Clerk

In a Regional Office, maintains control and information records of a complex and involved nature and gives out information on the basis of these records; maintains follow-up on assignments made to other members of the staff to insure that returns are submitted within the time stipulated and in the form required; prepares periodic reports on the status of all matters requiring follow-ups; regulates, clarifies and expedites actions; maintains appropriate files and records containing the information necessary for follow-up. Is



responsible for contacting other members of the Regional Office for information; checks documents for completeness, accuracy and consistency; gives out information of a non-policy but technical nature requiring a knowledge of the work of a Section and research on the part of the individual. Incumbent assembles and compiles information from general instructions into report using discretion as to the inclusion or exclusion of certain materials; from an examination of various reports relative to the status of the project, correlates and compiles important information. The work of this position is Subject to clearly-defined policies and procedures. The adequacy and sufficiency of information obtained is subject to the review of superiors. Source of information and methods to employ are only generally indicated.

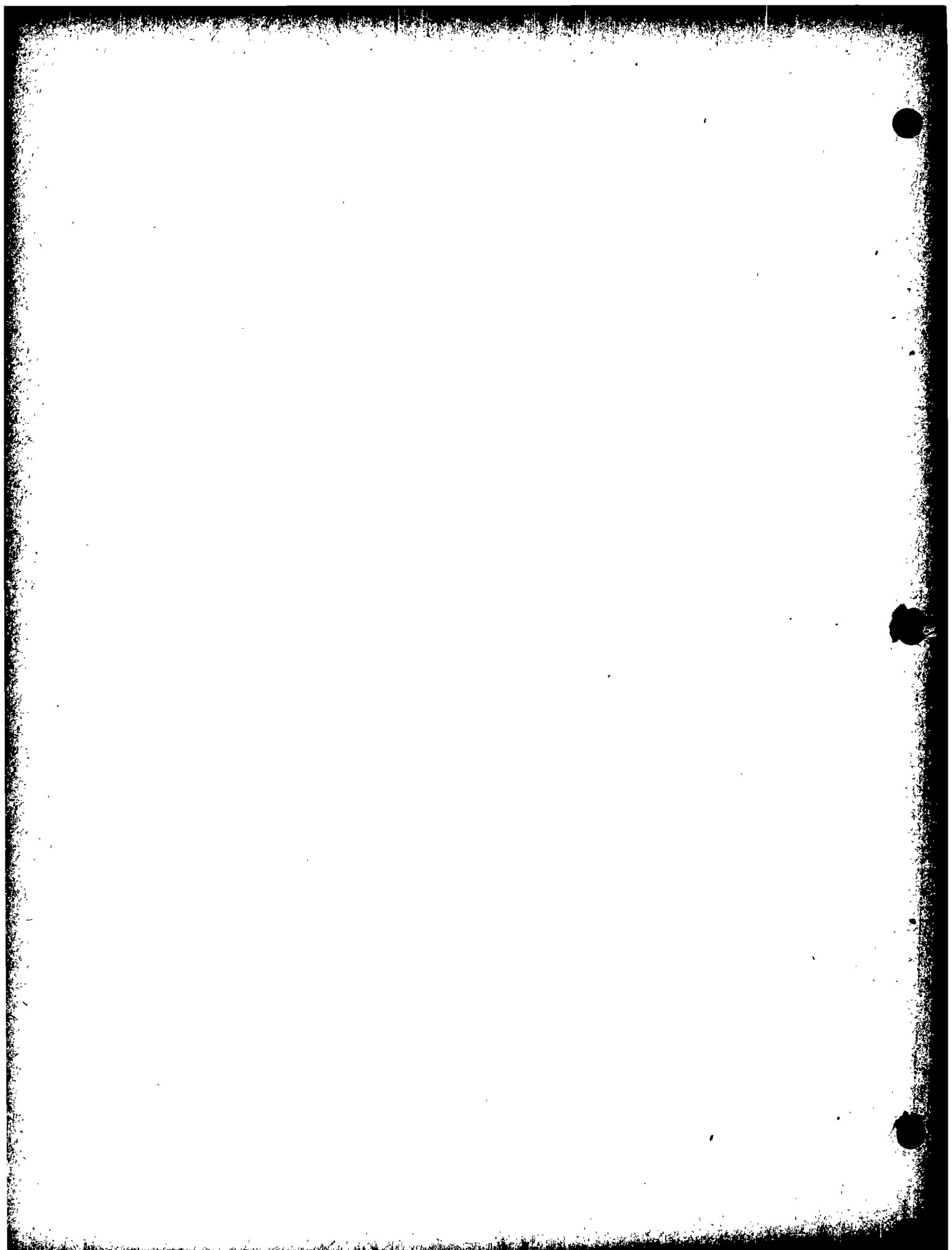
Characteristics of positions at this level is the application of the knowledge of subject matter, policies, procedures and pertinent regulations, to the maintenance of records, preparation of reports, examination and processing of documents, composition of correspondence, giving out of information and expediting of actions. Positions at this level may be journeyman although this depends on subject matter. The major differences between this level and the CAF-5 level is that the latter position involves greater complexity of subject matter, more independent of operation, and a comprehensive knowledge of the functions and operations of the particular office to which the incumbent is assigned.

CAF-5, Assistant Clerk

In a regional office, is responsible for maintaining control records of incoming and outgoing mail; performs non-supervisory work of average routine difficulty and in accordance with prescribed procedures. Some of the typical tasks are: the maintenance of complex files of an office involving initially classifying, filing, searching, and withdrawing material; the contacting of other sections of the Regional Office as necessary to obtain information relative to a particular piece of correspondence; the following up on mail, with individual responsibility for the expediting of the mail; answering the telephone and giving out information relative to the work of the section; composing some routine correspondence, exercising judgment as to manner of presentation; and performing difficult calculations. This is the lowest grade level position wherein a particular knowledge of subject matter is required.

CAF-2, Junior Clerk

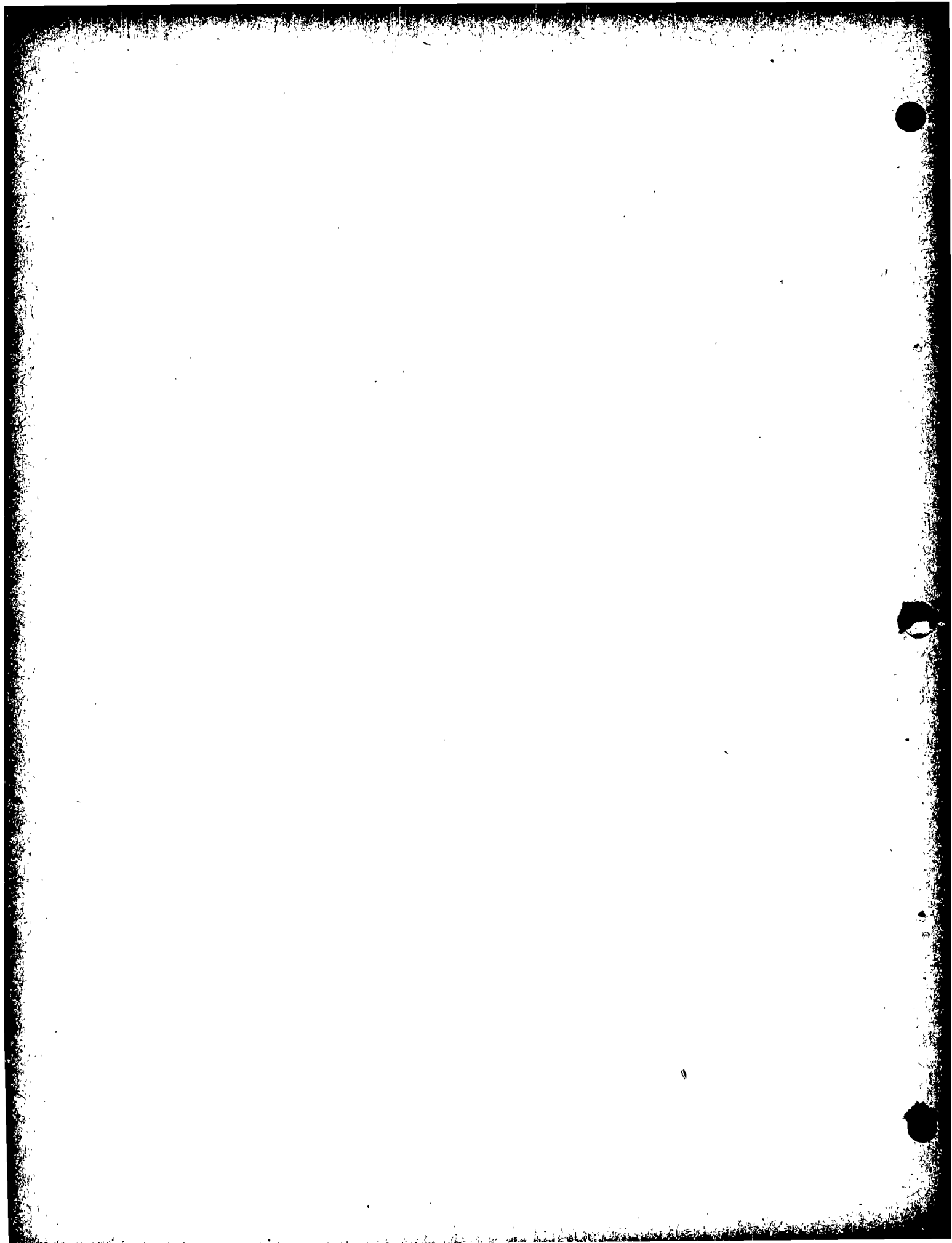
In a Regional Office, is responsible for performing simple routine work of a non-supervisory nature, receiving specific and frequent instructions as to its performance. The work of this position is closely reviewed for completeness and accuracy in accordance with established procedure. Characteristic duties at this level are: acting as receptionist and in this capacity receiving all visitors and making appointments; giving out routine information, not requiring the exercise of independent judgment; performing minor calculations following specific directions; tabulating certain items



requiring a certain amount of judgment as to proper selection; and proof reading material for typographical errors, mistakes in grammar, syntax and form where specific guides as to form are followed. Only a general knowledge of the work being performed is necessary.

CAF-1, Under Clerk

In a Regional Office, is responsible for performing simple, repetitive and routine work offering little occasion for the exercise of judgment. The incumbent of this position performs some or all of the following characteristic duties: assembling mimeographed material for dispatching, clipping marked newspaper and magazine articles, posting simple material from one column to a record book, making a preliminary check of one column of figures against another for accuracy. This is the entrance level position for the clerical position. Incumbent of this position is under very close supervision and receives specific, detailed and definite instructions. Very little knowledge and judgment is required for the proper performance of these duties.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: COMMERCIAL FACILITIES ADVISER

KIND OF WORK

Concerns the surveying of each new project of a region as regards the adequacy of existing commercial facilities; the determining of the type of facilities which must be provided due to their being essential to the maintenance of health, welfare, morale, and efficiency of war workers and their families; the contacting of private individuals and concerns and conducting of negotiations with them for the construction, purchase, or lease of buildings to be used for the provision of adequate commercial facilities for the residents of the projects.

GRADE LEVELS

CAF-12, Senior Commercial Facilities Adviser

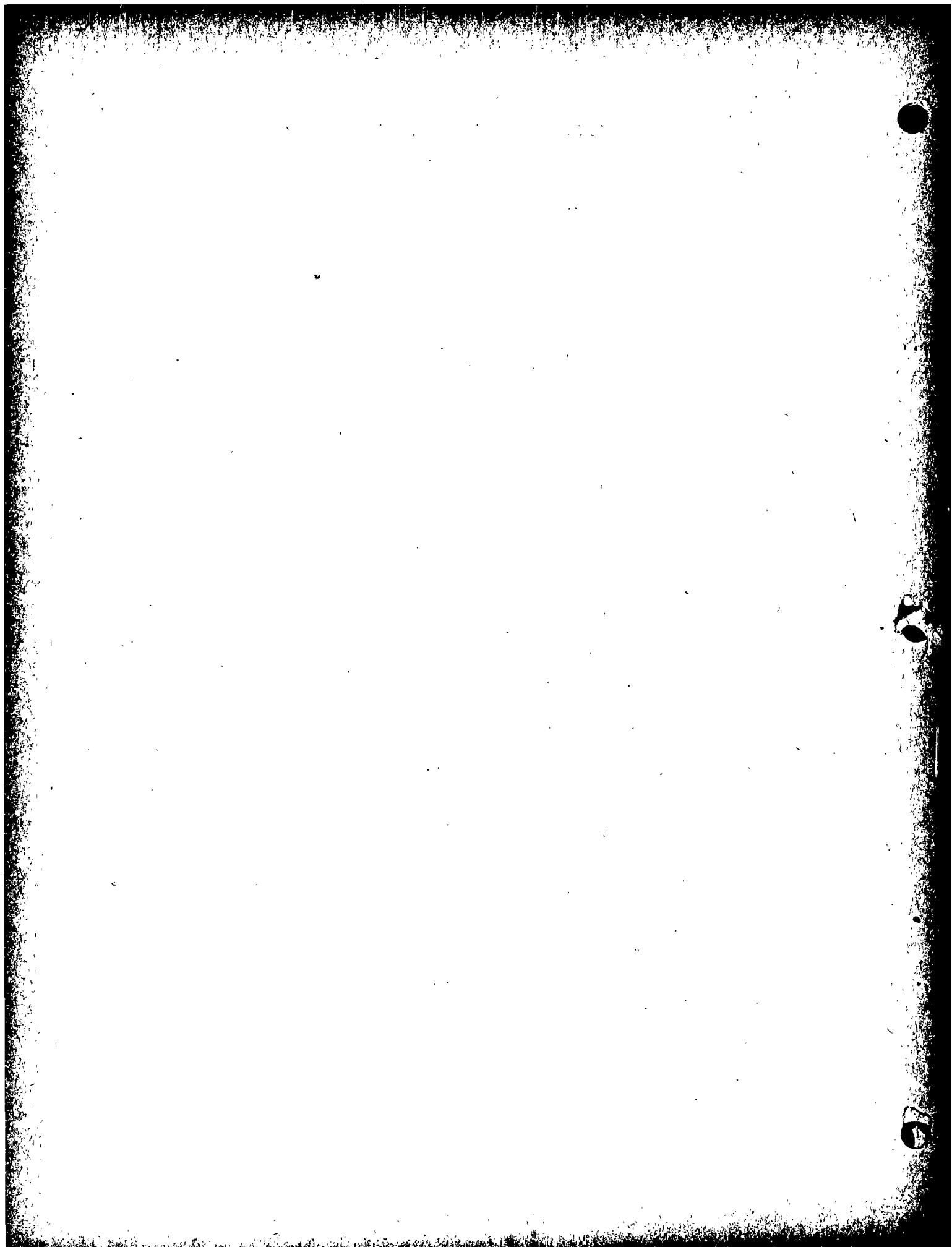
Has complete responsibility for the conduct of the commercial facilities program of the region according to policies and procedures established by the Central Office. Surveys localities in which projects are constructed, and determines and recommends to the Assistant Regional Director for Project Management the type, location and extent of commercial facilities required. Establishes contacts with private concerns and makes final negotiations with them for the construction, purchase, or lease of stores to be used for the provision of commercial facilities.

Principal allocation factors for this grade level are the responsibility for determining the need for commercial facilities to be provided, and the type and extent of these facilities. Also of importance is the authority to negotiate and approve store or ground leases for the Regional Director.

CAF-11, Commercial Facilities Adviser

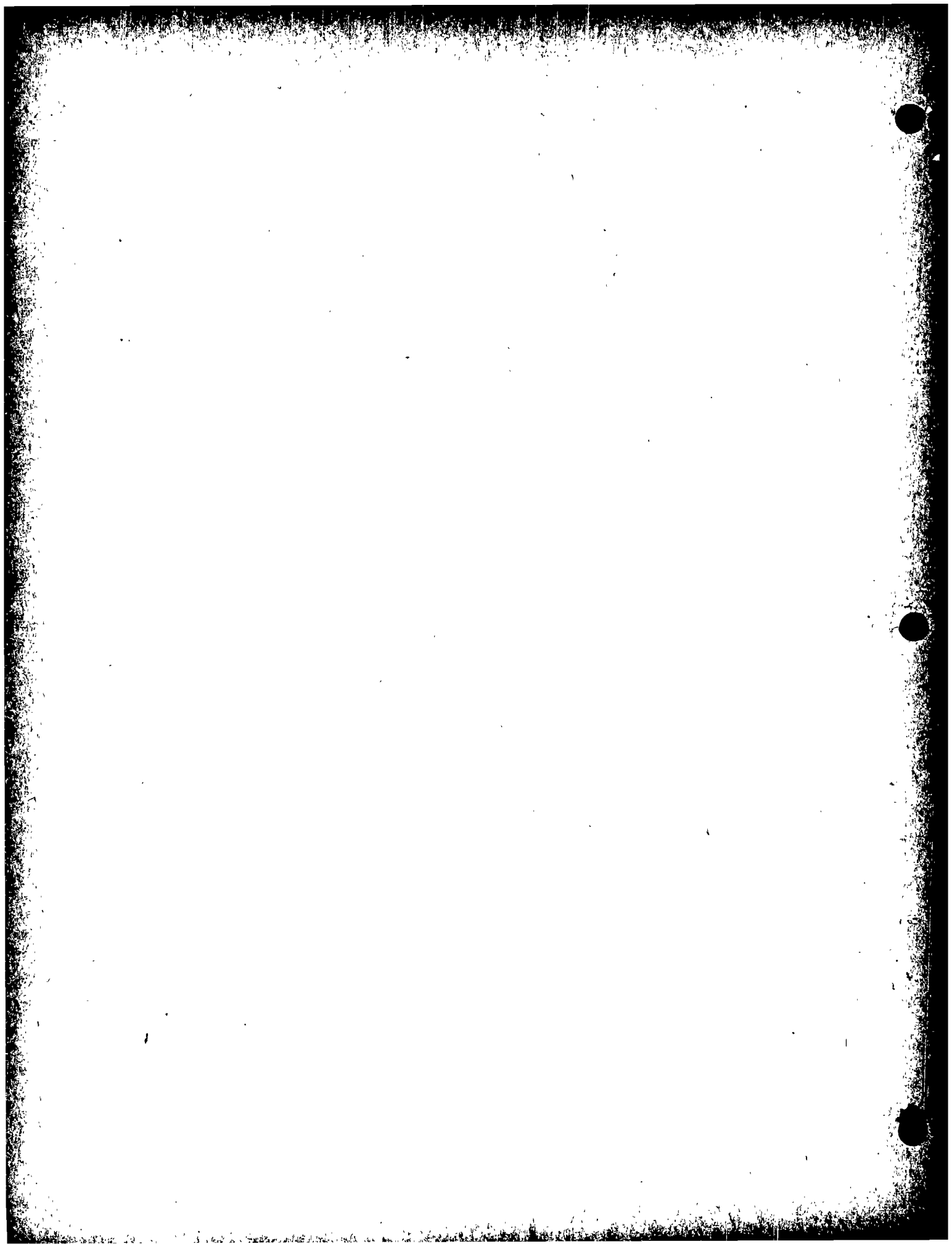
This is the journeyman level in this series. Is responsible for making surveys of available commercial facilities in the vicinity of new projects, analyzes the needs of the community, and makes recommendations to the Chief of the Section as to what facilities should be provided, their locations, size, and type. As directed by the Senior Commercial Facilities Adviser, makes contacts with individuals and companies in order to interest them in providing such facilities by the construction, purchase, or lease of stores and buildings.

Positions in this grade level handle negotiations of average difficulty and importance referring to or being assisted by the Senior Commercial Facilities Adviser in the case of particularly difficult cases or those which relate to the provision of extremely large or involved facilities.



REMARKS

At the present time the only position in this series existing in regional organizations is the CAF-12 Grade, Senior Commercial Facilities Adviser. Incumbent of positions in this level are considered experts in commercial facilities activities, and due to the program still being in its initial stages a need for additional positions in the regions has not yet been felt. Should the workload in a region increase to the extent that assistance is needed, positions in the performance level of CAF-11 can be established. It has not been determined as yet whether positions in the lower grades are feasible since the essential function of conducting and completing negotiations may not be possible of inclusion in these positions. Since the establishment of standards for these lower grades based upon other functions would be entirely theoretical, it is deemed best to omit levels below CAF-11 at this time.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: CONSTRUCTION ENGINEER, PROJECT ENGINEER, INSPECTOR

Construction, Mechanical,
Civil, Electrical Engineers;
Landscape Architect,
Building Electrical,
Mechanical Inspectors

KIND OF WORK

Concerns the application of professional standards and techniques to the construction of all types of housing, accessory buildings, and installations in accordance with FPHA policy and procedure; the review and approval of construction documents; the determination and inspection of progress or status of construction; and the supervision of project construction on a site.

GRADE LEVELS - REGIONAL OFFICE

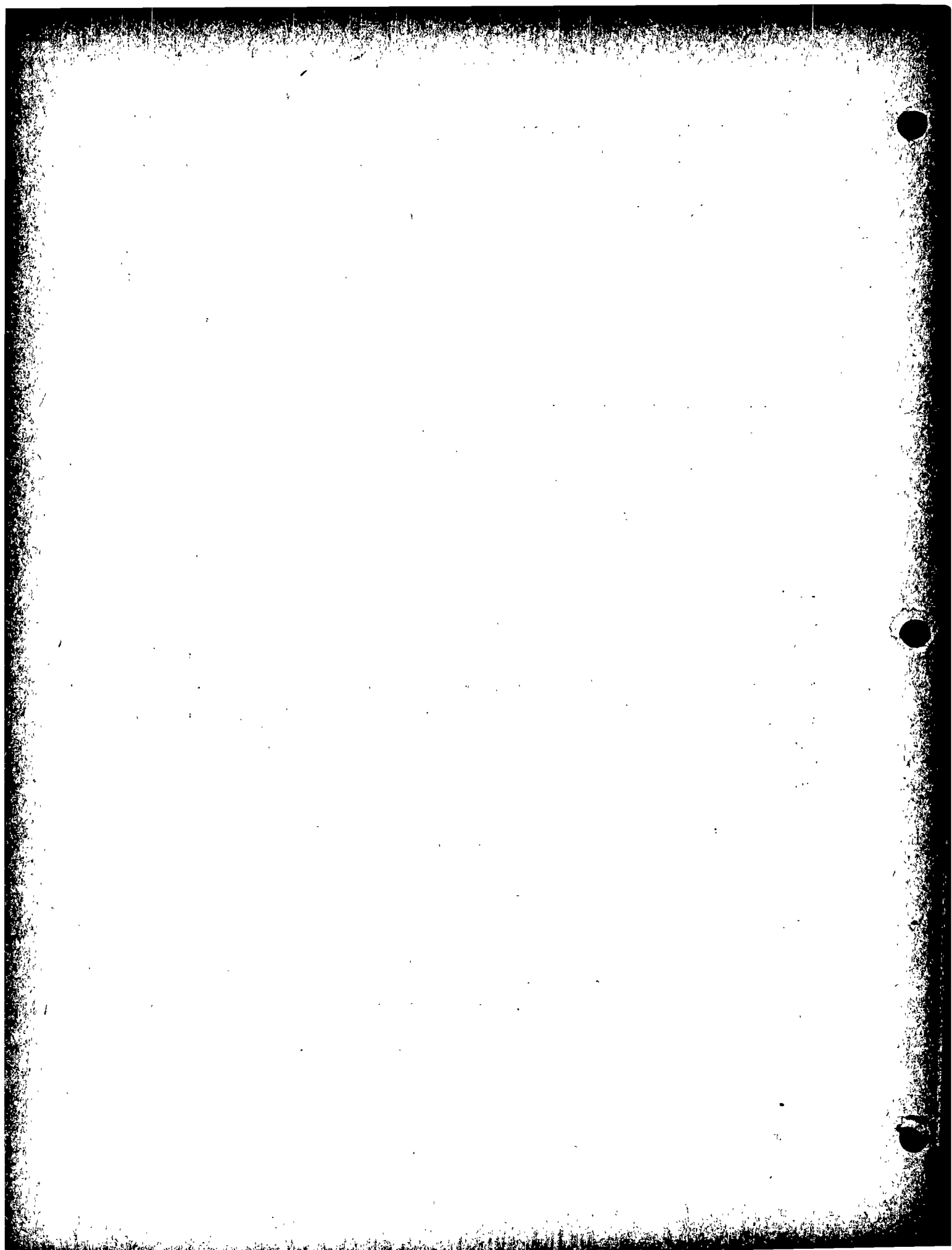
P-6, Principal Construction Engineer (Regional Construction Adviser)

As Chief of the Construction Section of a Regional Office, is responsible for the progress of project construction according to schedules, terms of contracts, plans and specifications and established FPHA policy and procedure; plans, directs and coordinates the activities of a staff of Engineers and Inspectors - Construction, Mechanical, Electrical, Landscape Building - both in the Regional Office and on the project sites, acts as coordinator of Regional Office Construction activities during the Construction phase and is responsible for clearance with the other sections of the various construction documents; finally approves recommendations regarding contract documents, change orders, certificates of completion, certificates of purpose, extensions of contract time, etc; interprets general FPHA policies relating the project construction.

P-5, Senior Construction Engineer

Either:

(a) Responsible for making routine and final general construction inspections of FPHA projects under construction involving the checking of all phases of general construction, workmanship and materials for conformity to contract plans and specifications, submitting detailed reports on construction progress, recommendations for corrective action, and detecting and reporting non-compliances; also assisting local housing authorities on special construction problems or procedures to bring about a more efficient method of general construction.



This position is of an advisory nature and the performance of these duties requires that the incumbent spend at least 70% of his time in the field.

Or:

(b) Responsible, subject only to review of the Principal Construction Engineer, Chief of the Section, for final determination of the justification, feasibility and costs of all Change Order construction work in the Region. Determines whether Change Orders are obligations of the contract, are in accordance with policy, are equitable both in price adjustment and time extension. Conducts correspondence with local housing authorities and Project Managers regarding proposed changes.

Or:

(c) As the supervisor of a Unit comprising at least 4 engineers, directs and controls the activities of his staff and plans, organizes, and reviews, both for technical adequacy and policy conformity, the work of the unit.

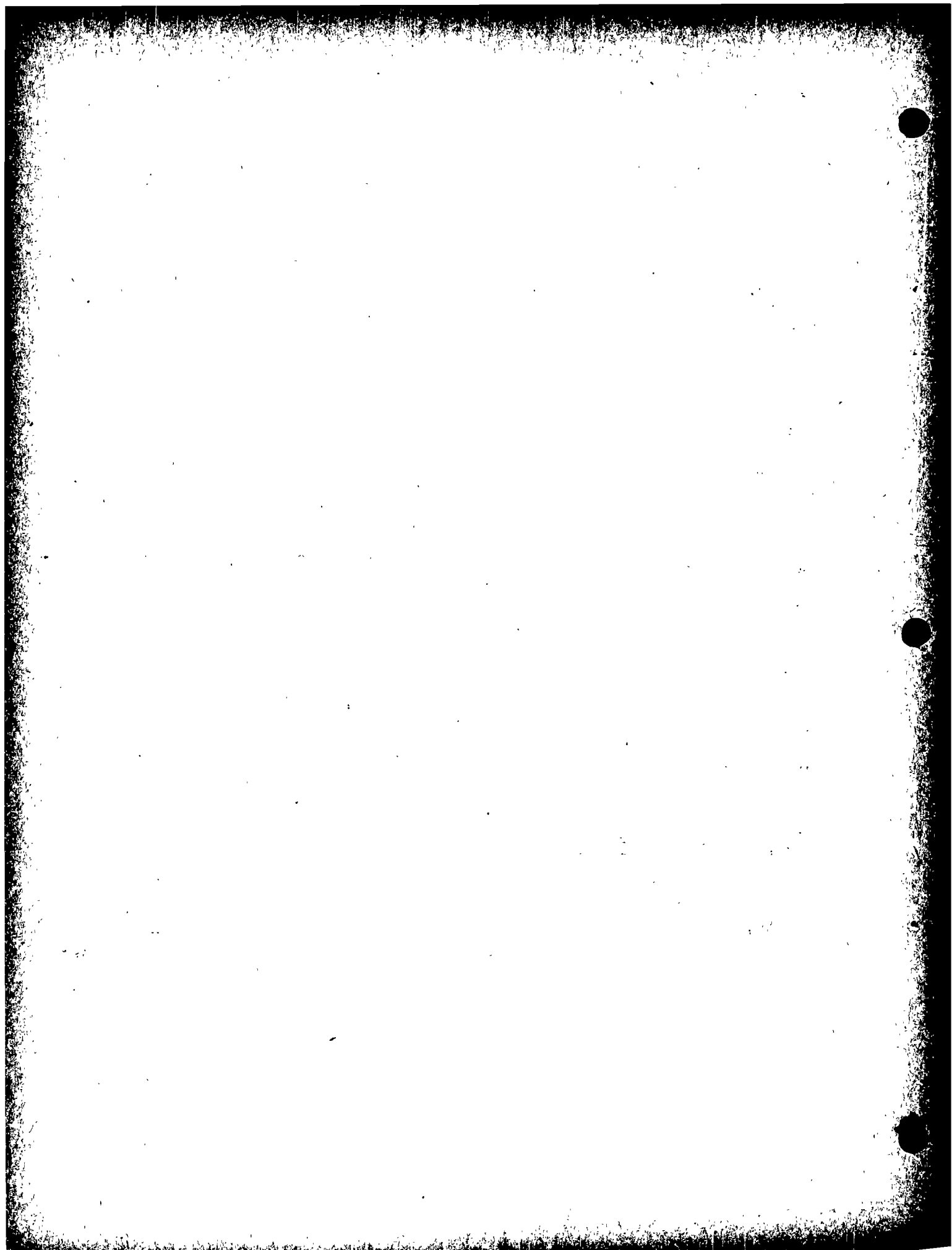
Care should be taken in the establishment of such units that there is no overlapping with duties performed elsewhere in the Section, and that responsibility vested in the Unit Head does not detract from the responsibility previously established in another position, unless it is desired to abolish or redescribe the other position.

Or:

(d) As a full-time assistant to the Principal Construction Engineer, channels or refines problems prior to their submission to the Chief; disposes of a good many problems himself; reviews action taken on Construction documents except Change Orders when a P-5 Engineer is responsible for those; coordinates the activities of the staff and acts with full authority for the work of the Section during the absence of the Chief.

P-4, Construction Engineer

This is the journeyman level. The incumbent is responsible for the application of professional engineering knowledge to the review of construction documents, contracts, plans and specifications, status and progress reports; recommends adjustments, approvals, or other action required; clears documents with all interested sections and integrates and coordinates their comments; maintains controls on progress and expedites when required; conducts correspondence with engineers and Local Housing Authorities in the field or with the Washington Office on technical construction problems involving interpretations of contract documents, plans and specifications and FPHA policies; trains Project Engineers and Managers in FPHA procedures.



The incumbent of this position should be responsible for the office review of all construction work within a specified area. Technical adequacy of the work performed in this position is expected; review should be mainly for policy considerations.

P-4, Mechanical, Electrical, Civil Engineer, Landscape Architect

Responsible for making inspections of FPFA projects under construction to detect, report and make recommendations concerning non-compliances with contract requirements, and to expedite by concrete suggestions the progress of construction within the specialty fields of engineering and architecture indicated. Examines all work installed, inspects materials, from the standpoint of sound engineering principles and conformity with FPFA policy. Prepares clear and comprehensive technical reports on findings resulting from inspections, including recommendations for the improvement of methods and design.

This position is of an advisory nature and the duties require considerable performance in the field.

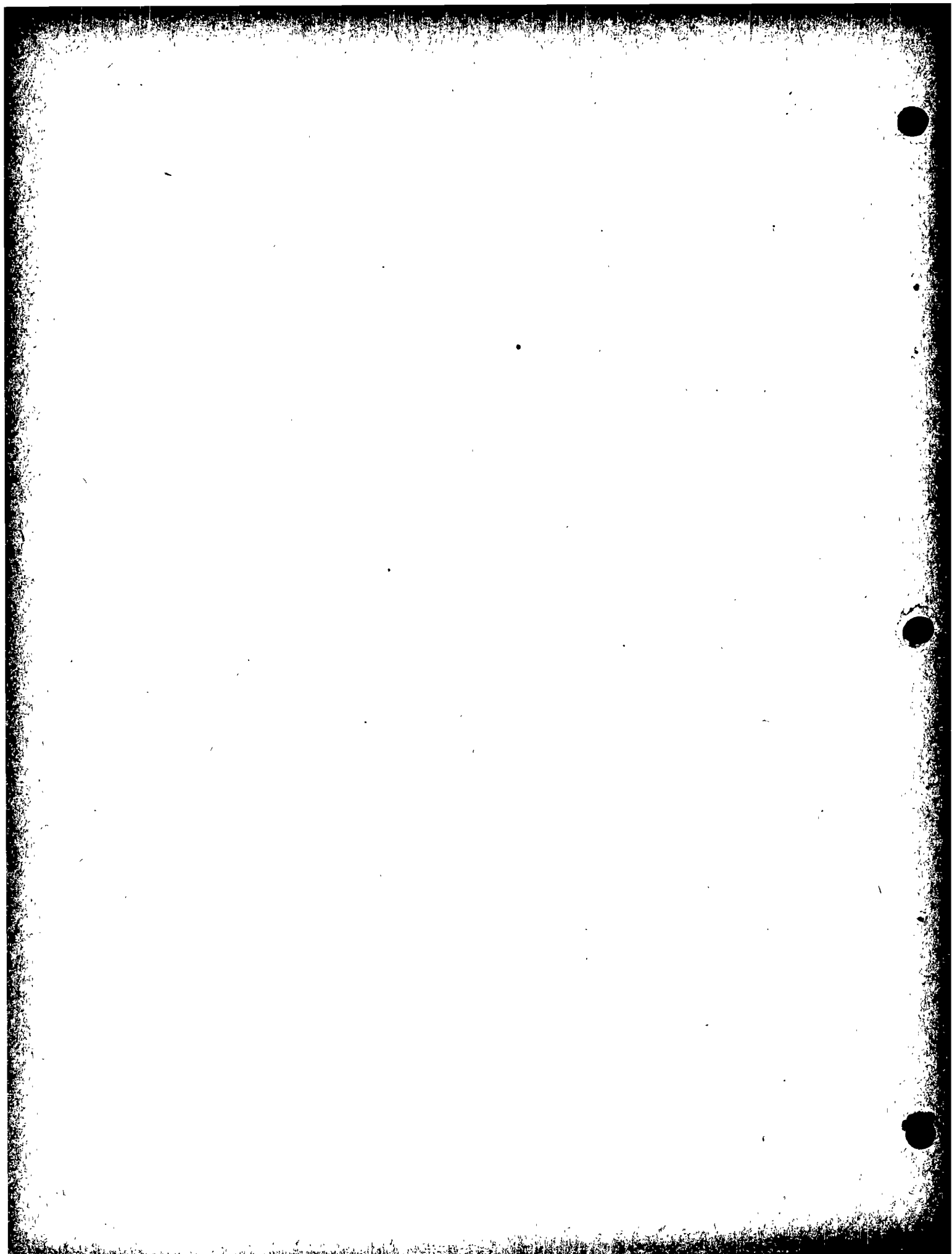
P-3, Associate Construction Engineer

Responsible, subject to technical and policy reviews, for the preliminary detail work in the processing of construction documents, change orders, certificates of purpose. Checks contract documents against terms of the award, plans and specifications, policy and procedure bulletins. In connection with Change Orders makes estimates as required and recommendations as to the acceptance of the Change Order. Conducts correspondence on technical matters with field men and Local Housing Authorities. Conclusions, recommendations, correspondence by the incumbent of this position are subject to technical and policy review. Assignments of a difficult nature are usually accompanied by specific instructions.

It should be noted that this position participates actively and directly in the flow of work and is the transitional position between the general office assistant level where the duties are substantially administrative in character, and the full journeyman engineer level.

P-2, Assistant Construction Engineer

This position may be characterized as the general technical office assistant position and involves application of knowledge of design and construction characteristics and methods and properties of engineering equipment and materials. Specific duties may include the processing of routine documents; the maintenance and processing of records and documents involving applications of technical knowledge in order to determine that all necessary steps have been taken; the take-off of quantities from blueprints in connection with certificates of purpose and change order requests; the conduct of



correspondence in accordance with instructions from superiors; follow-up work where routines have been established, and making recommendations on less difficult matters.

P-1, Junior Construction Engineer

This is the entrance level in the Construction Engineer series. Instructions are usually detailed and assignments specific and relatively simple. Examples of assignments may be the collection and analysis of engineering data not presenting great difficulty, the maintenance of technical files of reports, plans and specifications; the making of simple sketches and working drawings, the composition of correspondence on the simpler engineering phases of the progress of construction and the charting of such progress.

This position is essentially a trained position in office work involving tasks of such nature as to provide technical development through application of terminology, concepts, techniques and practices with gradually increasing responsibility to Grade P-2.

PROJECT POSITIONS

P-6, Area Project Engineer

In charge of, or supervising on the site, the construction of a project or projects costing over \$8,000,000, in accordance with the terms and conditions of the construction contracts, plans and specifications and FPHA policy and procedure. Recommends alterations when required and authorizes such changes within prescribed limits. Act as an approving officer but does not certify for payment. Within prescribed limits serves as contracting officer. Has primary technical and administrative responsibility for field inspections and tests.

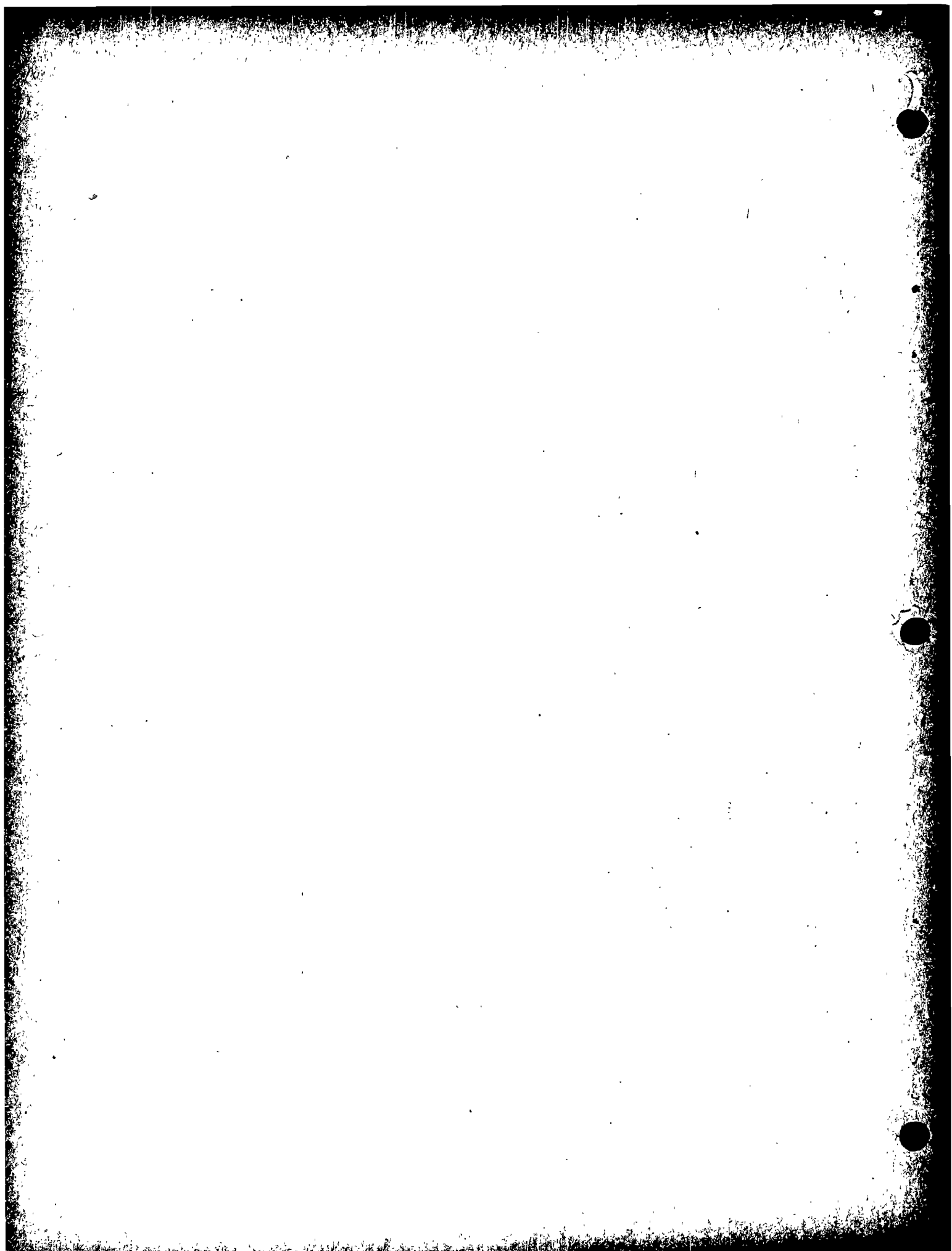
P-5, Project Engineer

In charge or supervising the construction of a project or projects costing between \$1,000,000 and \$8,000,000 in accordance with the terms and conditions of the construction contracts, plans, and specifications, and FPHA policy and procedure. Specific duties and responsibility are similar to those of a P-6; the difference in grade results from the difficulties in supervising and coordinating the construction of the larger projects and the greater magnitude of the problems encountered on the larger jobs.

P-4, Project Engineer, Assistant Project Engineer

Either:

(a) In charge or supervising the construction of a project or projects costing between \$500,000 and \$1,000,000.



Or:

(b) Serving as assistant on jobs supervised by a P-5 or P-6 Project Engineer,
P-3, Project Engineer, Assistant Project Engineer

(a) In charge or supervising the construction of a project costing less than \$500,000.

Or:

(b) Serving as assistant on jobs supervised by a P-4, P-5 or P-6 Project Engineer.

P-2, Assistant Project Engineer

Serving as assistant on jobs supervised by a P-4 Project Engineer.

Note:

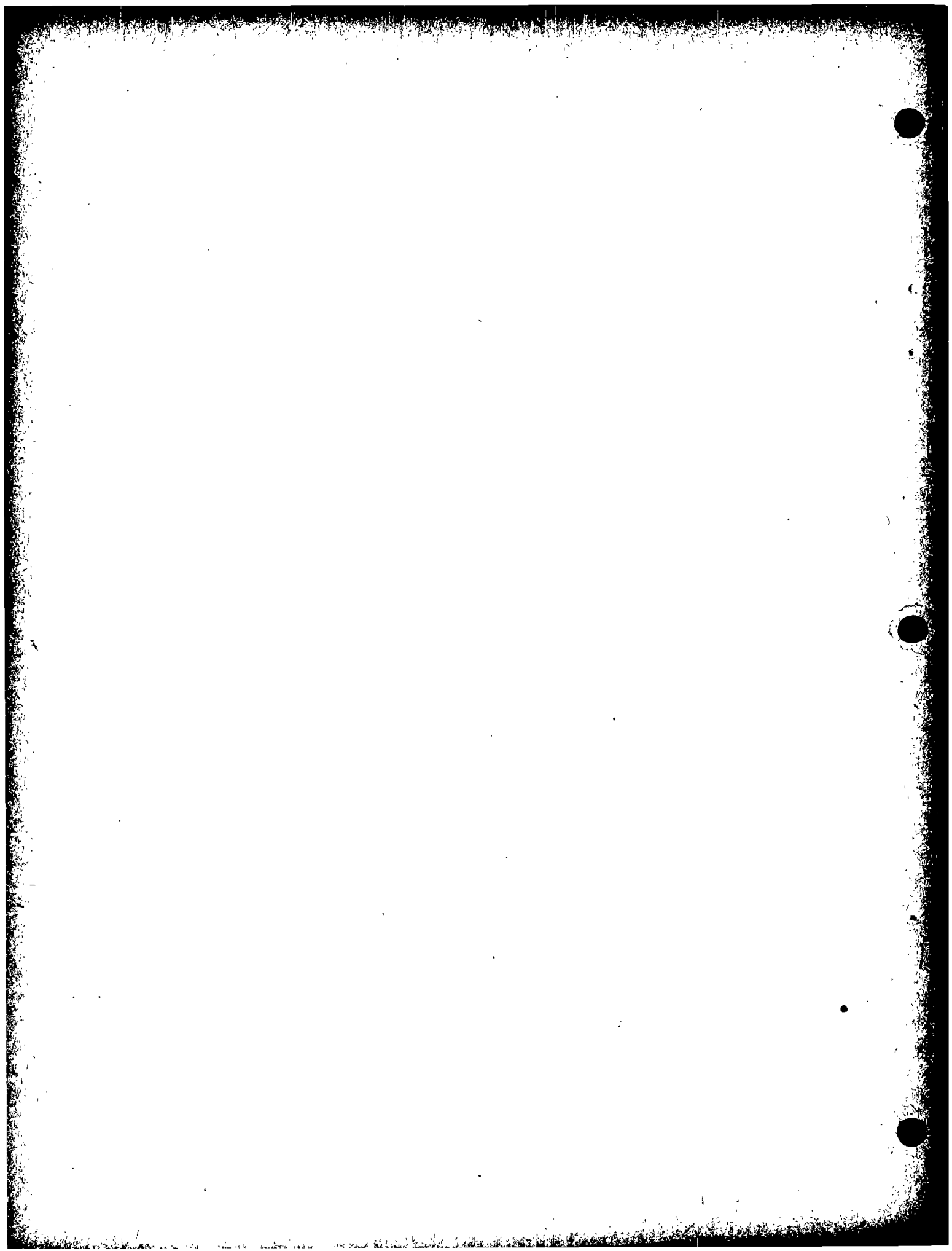
Duties of the "Assistant" as used in the above-described levels will include responsibility for technical inspections and tests, for expediting progress, examining materials, preparing technical reports.

P-4, Chief Electrical Inspector, Chief Mechanical Inspector, Chief Building Inspector

This is one grade above the journeyman level for inspectors and applies only when supervision will be exercised over at least 3 other inspectors. Usual duties are to supervise and coordinate inspection of material delivered and work performed on the project in accordance with drawings, plans and specifications, reporting to Project Engineer on disputes with or failures of Contractors to observe their agreements, and to prepare findings of facts and recommendations pertaining to proposed alterations, changes or extras.

P-3, Electrical Inspector, Mechanical Inspector, Building Inspector

This is the journeyman, full performance level. Usual duties to inspect materials delivered and work performed on the project in accordance with drawings, plans and specifications, reporting to immediate superior on disputes and disagreements with Contractors, preparing findings of facts and recommendations pertaining to proposed alterations, changes, or extras.

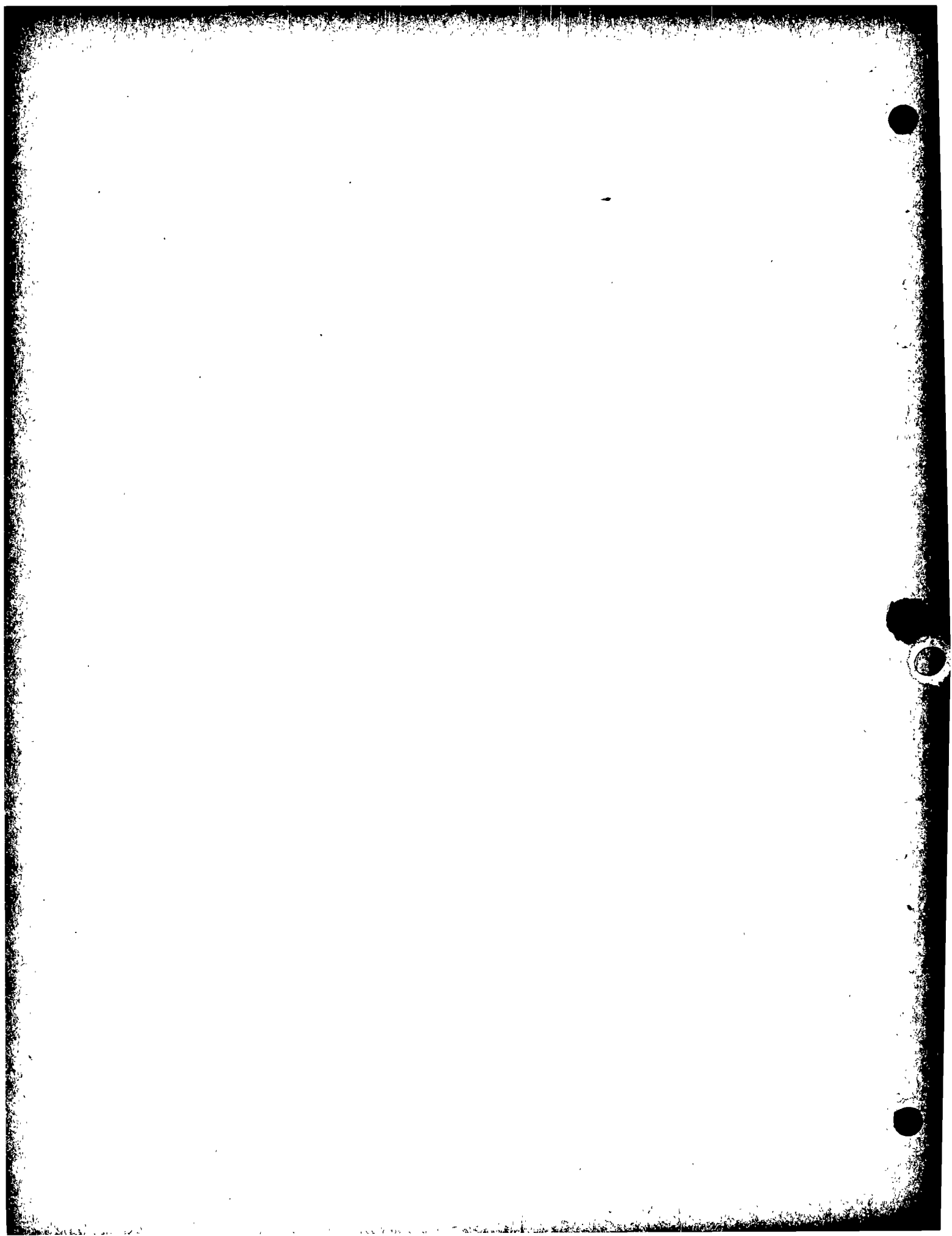


REMARKS

The following positions; Chief Building, Electrical, Mechanical Inspectors; Building, Electrical, Mechanical Inspectors are not found on slum-clearance projects or where Local Housing Authorities are providing the staff.

The standards for Project Engineer indicated above are intended as guides. Rigid adherence is not expected in situations presenting more than normal difficulties or where conditions are such as to require an extreme need for speed.

Previous to the adoption of the title structure indicated above, Engineering positions on project sites were variously described as Construction Advisers, Project Managers or Project Engineers. The change in title structure was decided upon in order to effect uniformity.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: EMPLOYMENT EXAMINER

KIND OR WORK

Concerns the recruitment, selection and proper placement of all employees in the Regional Office, subject to limitations set by the Central Office, involving responsibility for the selection of all applicants for positions not above the P-4 or CAF-11 grade; and the development of improved methods and techniques for the selection and interviewing of prospective employees.

CAF-9, Senior Employment Examiner

Acts as Chief of the Employment Unit with responsibility for directing the activities of the Unit and making assignments and giving instructions to employment examiners of lower grade. Receives and classifies all applications for employment in the regional office. Interviews, rates and recommends for appointment, applicants for positions not above the P-4 or CAF-11 grade. Maintains liaison with the District Office of the Civil Service Commission and other public and private agencies in connection with the recruitment of eligibles.

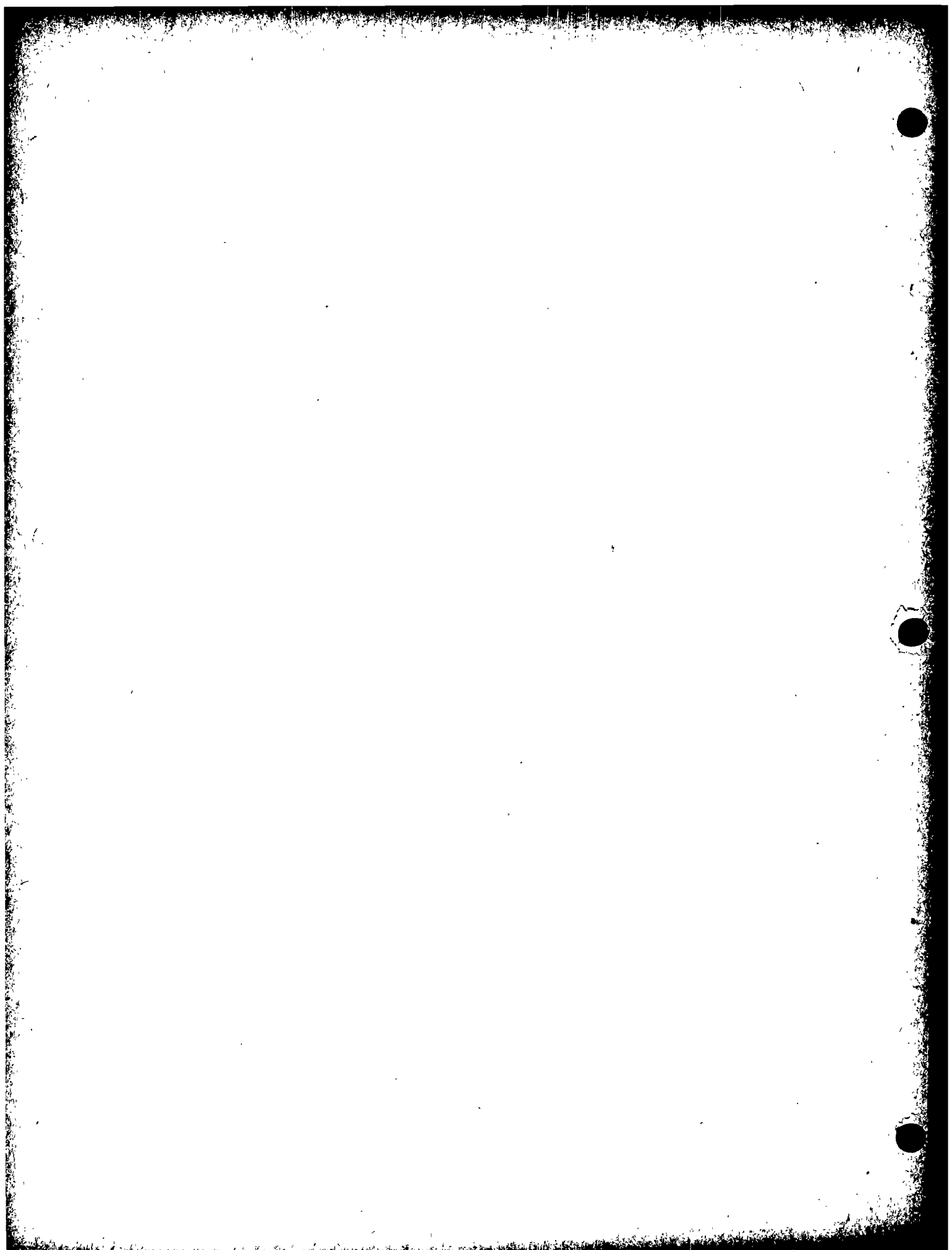
CAF-7, Employment Examiner

This is the journeyman level in this series. Recruits and interviews candidates for positions in the Regional Office and recommends the appointment of applicants. Corresponds with possible sources of qualified candidates for positions. Analyzes and classifies, according to a predetermined occupational breakdown, the files of professionally and technically trained applicants.

Incumbents of positions at this level receive assignments and instructions of a general nature, operate independently, referring only matters of major importance to the Chief of the Unit, and receive only for soundness of judgment and methods used. Thorough knowledge of employment procedures and techniques is necessary.

CAF-5, Junior Employment Examiner

This is the entrance level in this series and includes the performance of functions such as the following: Reviewing and analyzing application forms of applicants and employees, and classifying and rating the applications according to a predetermined occupational breakdown. Makes preliminary sorting of applications of eligibles for vacant positions for the review and final selection by employment examiners of higher grade. Interviews applicants and employees generally in connection with the filling of lower-grade positions.



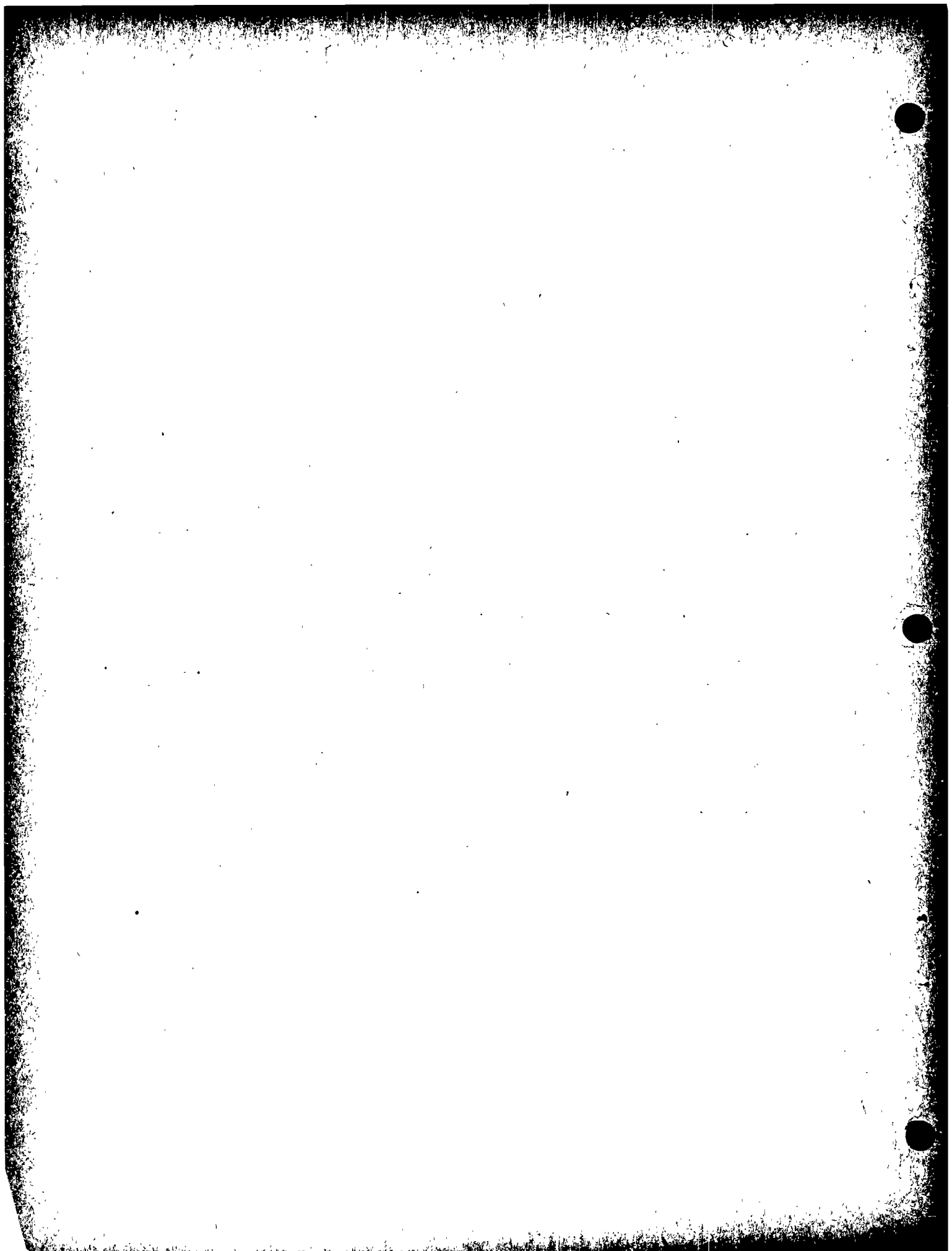
Positions in this level receive definite assignments and specific instructions with regard to work performance, and operate with considerable less independence than do employment examiners of higher grade.

REMARKS.

The journeyman level for positions in this series in the regional offices has been set at Grade CAF-7, rather than CAF-9, primarily because of the limitation placed upon the authority and responsibility of the regional office for initial recruitment. The scope and variety of the work of the Senior Employment Examiner is definitely prescribed, as is his final responsibility for results. It is the opinion of the Central Office Classification Section that the Grade CAF-9 level in this series can be justified only on the basis of the incumbent serving as head of a unit, with responsibility for supervising the activities of Examiners of lower grade. The Senior Employment Examiner, CAF-9, position is therefore a unique position and cannot be duplicated.

The Senior Employment Examiner reports to a Regional Personnel Officer, CAF-12, position; which position has the responsibility for the administration of the personnel program of the region, involving the application of policy developed in the Central Office, the rendering of advice and assistance to regional officials and employees, and the coordinating of the work of the Classification Employment, Appointments, and Personnel Training and Employee Relations Units. The Personnel Officer acts as liaison officer between the Region and the Central Office Personnel Division and with the District Office of the Civil Service Commission. He interprets personnel policies to the Regional officials and recommends changes in the policies to the Central Office Personnel Division.

In regions in which an increase in program and workload has necessitated full-time assistance for the Regional Personnel Officer in planning, organizing, coordination, and supervising the personnel program of the Region, an Assistant Regional Personnel Officer position has been established at Grade CAF-11. Where the need for a full-time assistant has not been felt, the Senior Employment Examiner is authorized to act in the absence of the Regional Personnel Officer with respect to matters of recruitment, selection and placement.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: ENGINEERING AND ARCHITECTURE

KIND OF WORK

Architects, Architectural Engineer, Landscape Architect, Site Planning Architect, Mechanical Engineer, Electrical Engineer, Civil Engineer, Senior Structural and Cost Engineer, Construction Cost Analyst.

Concerns the application of professional engineering and architectural principles to the design, construction, and maintenance of FPFA projects including installations and accessory buildings, the review and redesign of plans and specifications for technical soundness and conformity with FPFA and WPB policies and standards, and the interpretations of policy for and the rendering of advice to Local Housing Authority private architects and engineers.

GRADE LEVELS

P-6, Principal Architect

As chief of the Technical Section is responsible for interpreting Central Office and WPB policies, procedures, and standards as they pertain to all aspects of site planning, design, costs, technical feasibility and adequacy, maintenance of FPFA projects, including equipment, installations and accessory buildings. Recommends regional policies with respect to the phases just mentioned. Directs, coordinates and reviews the work of Architects and Engineers in the Technical Section. Confers with the technical staffs of LHA, private engineers and architects on technical problems and gives advice concerning FPFA policies and standards. Recommends modifications in standards when changes are necessary to meet local needs.

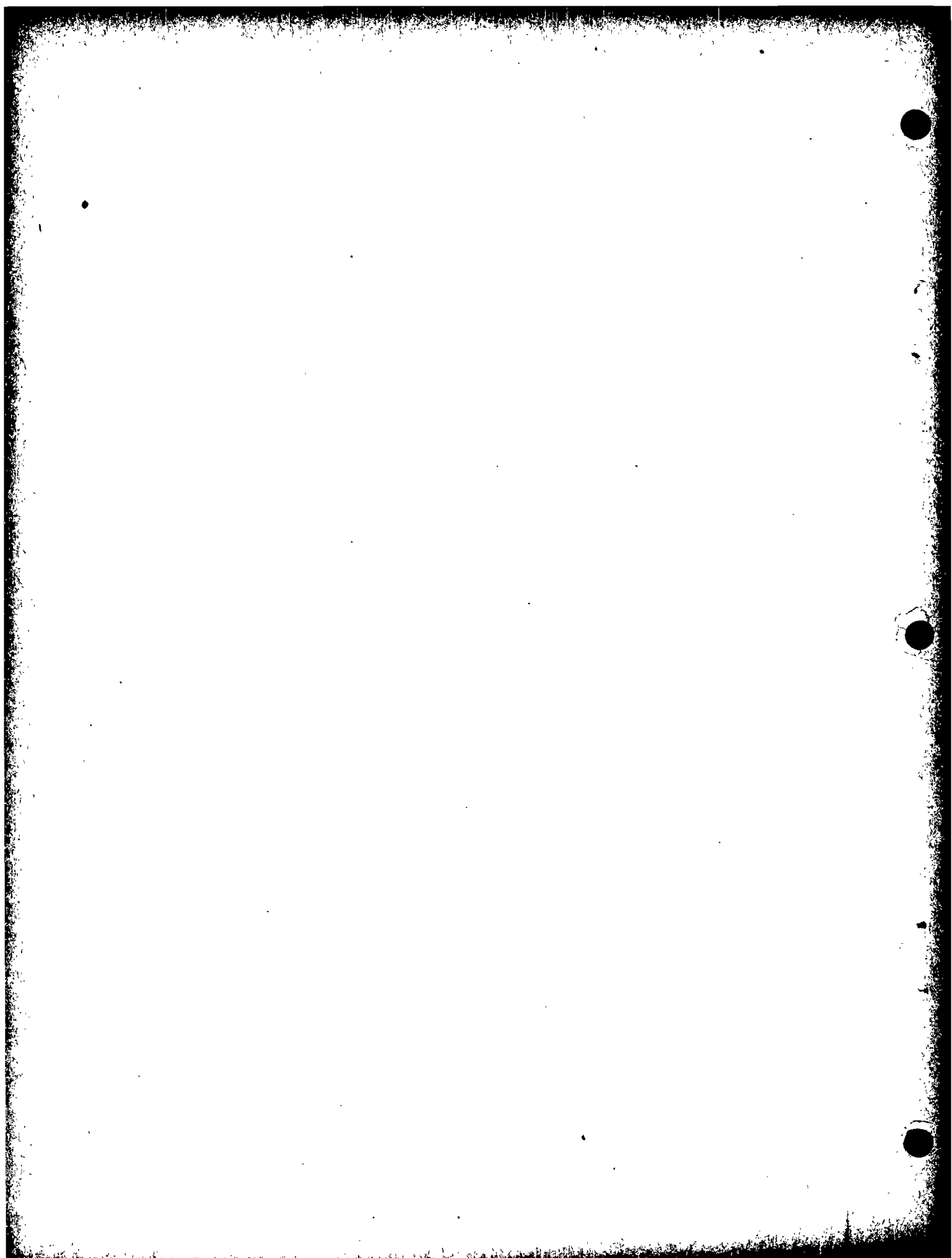
P-5

Either:

(a) Senior Architect

Serves as the responsible head of a unit comprising at least four architects, architectural engineers or landscape architects.

In this capacity is responsible for scheduling and planning the work of the unit, application of policies and standards, and review for technical adequacy. Advises members of his staff on the most difficult problems.



The incumbent receives assignments from the Principal Architect and is responsible for developing the scope and outlining the work methods to be followed by members of his staff.

Characteristics of the work performed by this unit are the review of plans and specifications submitted by local architects and engineers for clarity and economy, the redesigning of plans and specifications and the preparation of working drawings to meet requirements of FPHA and WPB policies and standards.

(b) Senior Structural Engineer

Serves as the responsible head of a unit comprising at least four Structural Engineers. In this capacity is responsible for scheduling and planning the work of the Unit. Applies policies and standards and reviews for technical adequacy. Advises members of his staff on the most difficult problems. The incumbent receives assignments from the Principal Architect and is responsible for developing the scope and outlining the work methods to be followed by his subordinates.

Characteristics of the duties performed in this unit are the review of plans and specifications with particular reference to the materials used for foundations, and their strength for meeting stresses, computations to determine the correct size of members, safe floor loads, cost estimates within the field, and the preparation of working drawings.

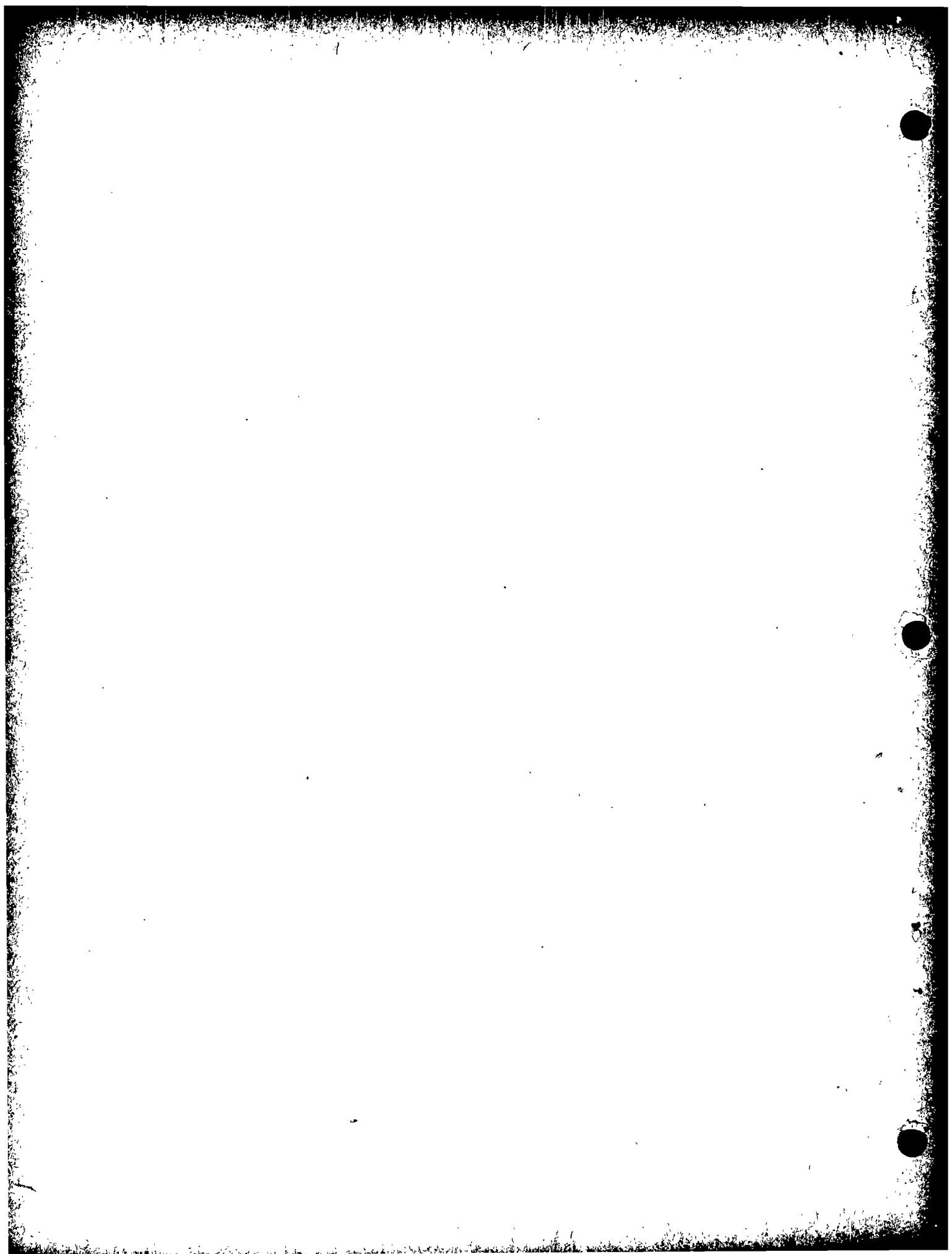
(c) Senior Structural and Cost Engineer

Combines in one position responsibility for preparing cost analyses from plans and specifications to represent the total completed cost and the structural engineering duties mentioned above; checks that all items required are included. Reviews estimates to verify that they are a fair forecast of actual cost. Supervision may be exercised over subordinates in both fields or in a combination of both fields but is not required.

The incumbent of this position is regarded as an expert in both fields and the regional specialist on structural and cost problems. This position is regarded at P-5 because of the variety and scope involved and the correlative responsibility for finality subject only to an administrative review by the Chief of Technical Section. Where a Senior Construction Cost Analyst has been established the existence of a Senior Structural and Cost Engineer at P-5 is not regarded as valid.

(d) Senior Construction Cost Analyst

Serves as the responsible head of a unit comprising at least four Construction Cost Analysts. In this capacity is responsible for scheduling and planning the work of the Unit. Applies policies and standards and reviews for technical adequacy. Advises members of his staff on the most difficult



problems. The incumbent receives assignments from the Principal Architect and is responsible for developing the scope and outlining the work methods to be followed by his subordinates.

Characteristic of the duties performed in this unit will be the review of plans and specifications for conformity with policies and standards, advising on uses of different materials to effect economy, preparing unit cost figures on various components entering into the construction of a project and estimating the total completed cost of construction. The existence of this position and a Senior Structural and Cost Engineer position is not regarded as valid.

(e) Senior Landscape Architect or Senior Site Planning Architect

Serves as the responsible head of a unit, comprising at least four Landscape or Site Planning Architects or both. In this capacity is responsible for scheduling and planning the work of the Unit. Applies policies and standards and reviews for technical adequacy. Advises members of his staff on the most difficult problems. The incumbent receives assignments from the Principal Architect and is responsible for developing the scope and outlining the work methods to be followed by his subordinates. He is regarded as the regional specialist in these fields.

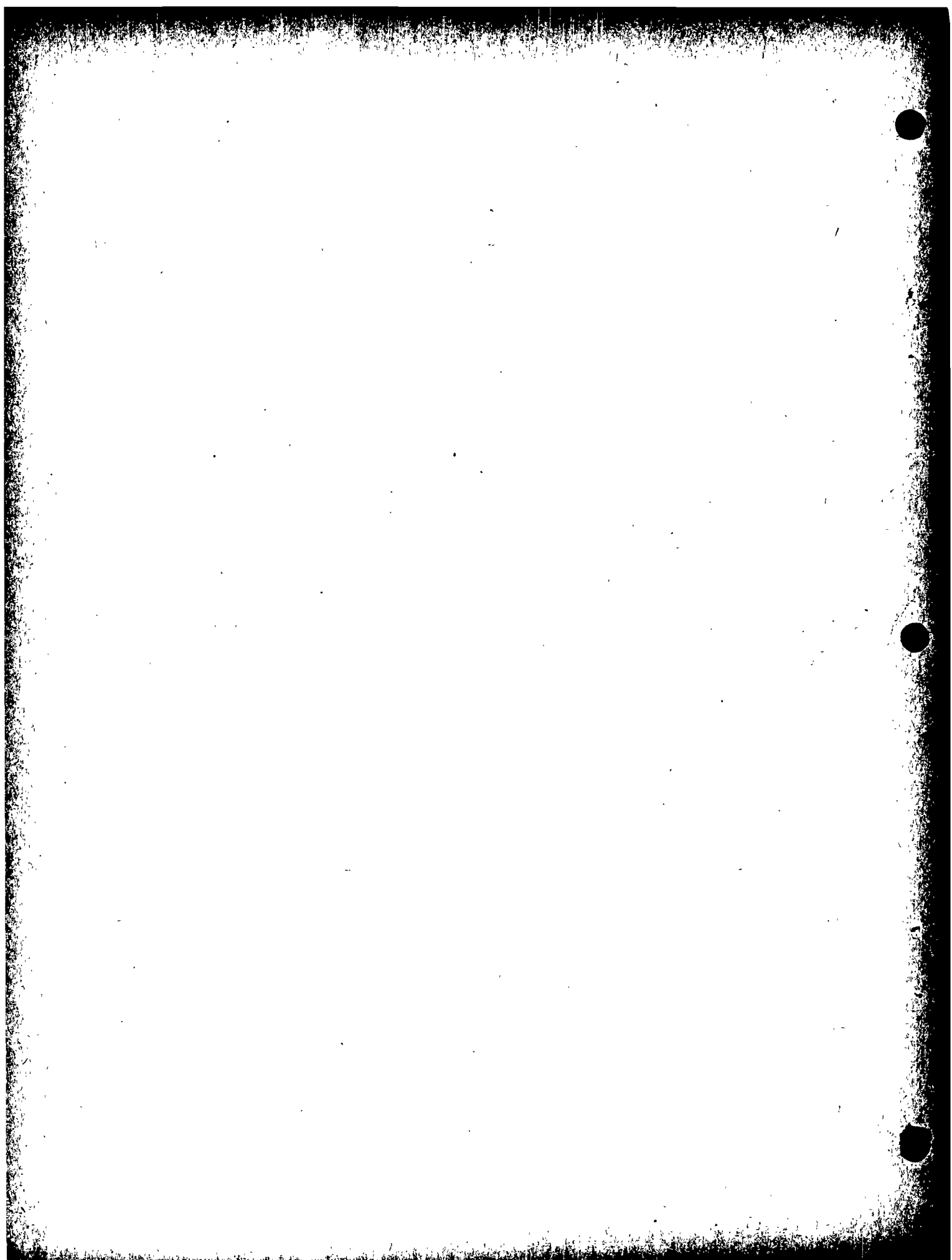
Characteristic of the duties performed in this unit are the review of landscape plans and specifications or project layout designs for conformity with policies and standards; the preparation of estimates of cost and sketches, drawings for revisions or redesigns; and conferences with local representatives regarding layouts, materials, costs, and technical feasibility. Because of the allied nature of the work the existence of both a Senior Landscape Architect and a Senior Site Planning Architect is not considered valid.

(f) Senior Electrical, Mechanical, Civil Engineers

Each serves as the specialist in a regional office in one of the fields mentioned. Supervision is usually exercised over a staff of Engineers but is not required.

Characteristics of the duties performed in each field are, the review of plans and specifications for conformity with policies, standards, sound engineering principles, the preparation of sketches and layouts for revisions or redesigns, the advice to local engineers architects on new methods to conform to limitations on the use of critical materials, the preparation of estimates of operating costs and the development of Repair, Maintenance and Replacement factors for local use.

The specialist nature of each position mentioned precludes the possibility of establishing two positions at P-5 in any one field. Work load requirements should be met at the P-4 level or lower.



(g) Maintenance Engineers Building, Electrical, Mechanical.

Because of the lack of information regarding the effect on these positions of their transfer from the Management to the Development Branch, the preparation of standards will be delayed pending receipt of specific information concerning the duties and responsibilities now vested in these positions.

P-4, Engineers, Architects, Construction Cost Analyst

This is the journeyman or full performance level for all professional positions in a regional Technical Section. Incumbents review plans and specifications, bid documents, costs, within their specialty fields; recommend approval, revision or rejection; prepare sketches, detailed drawings, and cost estimates; confer with local architects and engineers; and review change orders for feasibility, costs, and prepares recommendations. Work is reviewed mainly for policy conformity with occasional or spot checks for technical adequacy. Assignments cover a broad area and instructions received are general in nature. The incumbent is responsible for work methods and results.

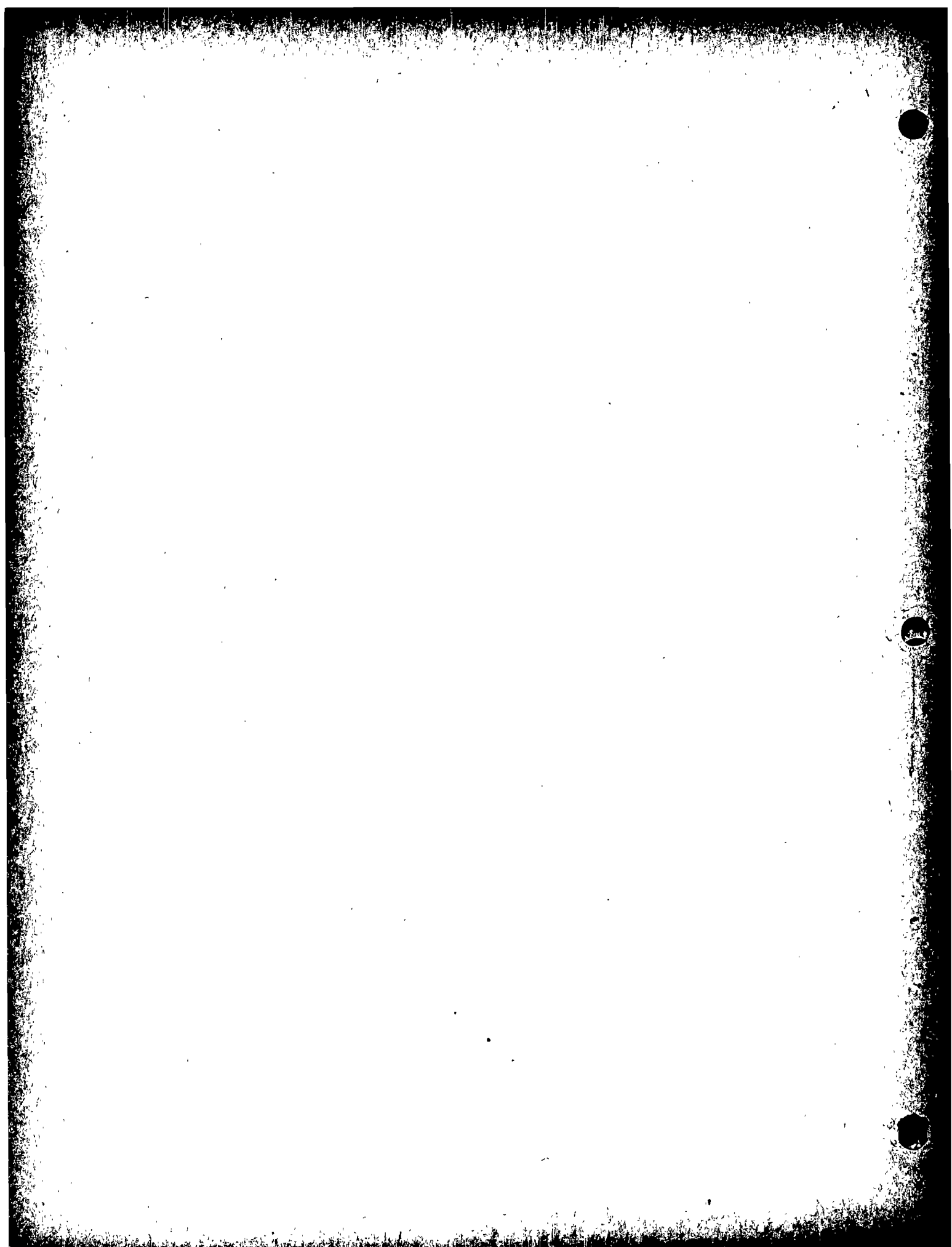
P-3, Associate Architects, Engineers, Construction Cost Analysts.

This is the transitional position to the journeyman level for all professional positions in a regional Technical Section. Assignments are not as broad in scope as those made to the journeyman. Usually, is assigned smaller phases of an assignment made to a journeyman. Typical tasks would include reviewing plans and specifications for small projects not presenting great difficulty or parts of plans for large projects; also detailed drafting, making take-offs of materials from blueprints, cost estimates, compiling critical material lists, the reviewing of change orders. Some outside contact work is required.

Assignments are usually accompanied by specific instructions and work is reviewed for technical adequacy and policy conformity.

P-2, Assistant Architect, Engineer

This position in a regional Technical Section may usually be characterized as a technical office assistant. Assignments are accompanied by specific and detailed instructions and usually involve the performance of such duties as making detailed final drawings from sketches supplied by higher-graded architects or engineers, preparing detailed calculations of utility costs, technical charts and tables. Usually the incumbent is not responsible for specific phases of the Section's program but performs work as an aid to journeyman architects and engineers.



P-1, Junior Architect, Engineer.

This is the trainee level and the incumbent performs routine engineering calculations and computations, makes simple drawings and compiles data in accordance with specific and detailed instructions and under continuous close supervision.

REMARKS

Not included in the levels mentioned above was the position of Assistant Chief of the Technical Section. This position is classified at P-5 and is usually occupied by a Senior Architect because of the overall responsibility for coordinating and reviewing the work of the Section.

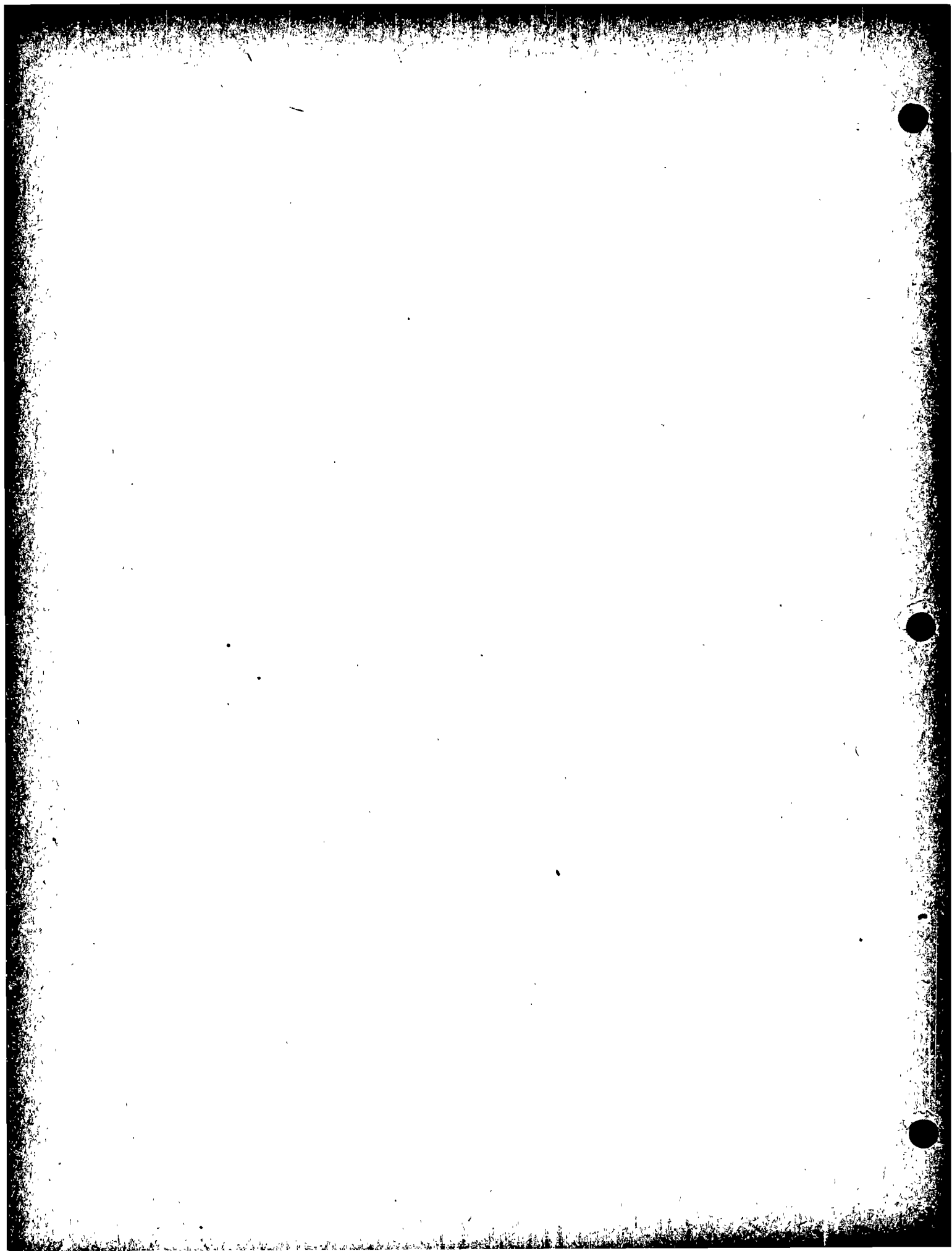
In the Central Office resides the responsibility for formulating the policies and procedures to be followed by the Regions; for evaluating regional performance in terms of consistency and conformity; for serving the Regions with basic materials, manuals, standards and other aids, and for investigating troublesome situations in the field. The position responsible for the conduct of these functions is classified at P-7.

In connection with Central Office responsibility, it should be noted that that office is responsible for the issuance of standard plans, designs and specifications. On the basis of these standards approval for construction is received from the WPB. The changes, therefore, that are allowable in order to obtain priorities, must by necessity be minor. Usually these are required only to adjust standard plans to local situations.

It should be noted further that prior to the advent of war housing the highest level for performance Civil, Mechanical and Electrical Engineer positions in the regions was P-4. The new program introduced difficulties in connection with the construction of projects away from available utilities which justified, in our opinion, the establishment of specialist positions at Grade P-5 in these fields.

Characteristics of such difficulties are:

Electrical Engineering--Due to the temporary nature of projects, the utility work has increased and it is now necessary to review and revise designs of power substations and the highly complex equipment thereon including transformers, disconnecting switches, metering equipment, etc.; also the designs for high tension lines on the project sites and the electrical installations for sewerage and water pumping substations and other innovations. The limitations on amounts and types of material which may be used in electrical distribution systems require completely new methods of design. The dormitory program brings about problems of much higher concentrations of electrical loads to be dealt with. Because of these problems of design of substations and distributions systems, the performance electrical engineer position has been established at Grade P-5.



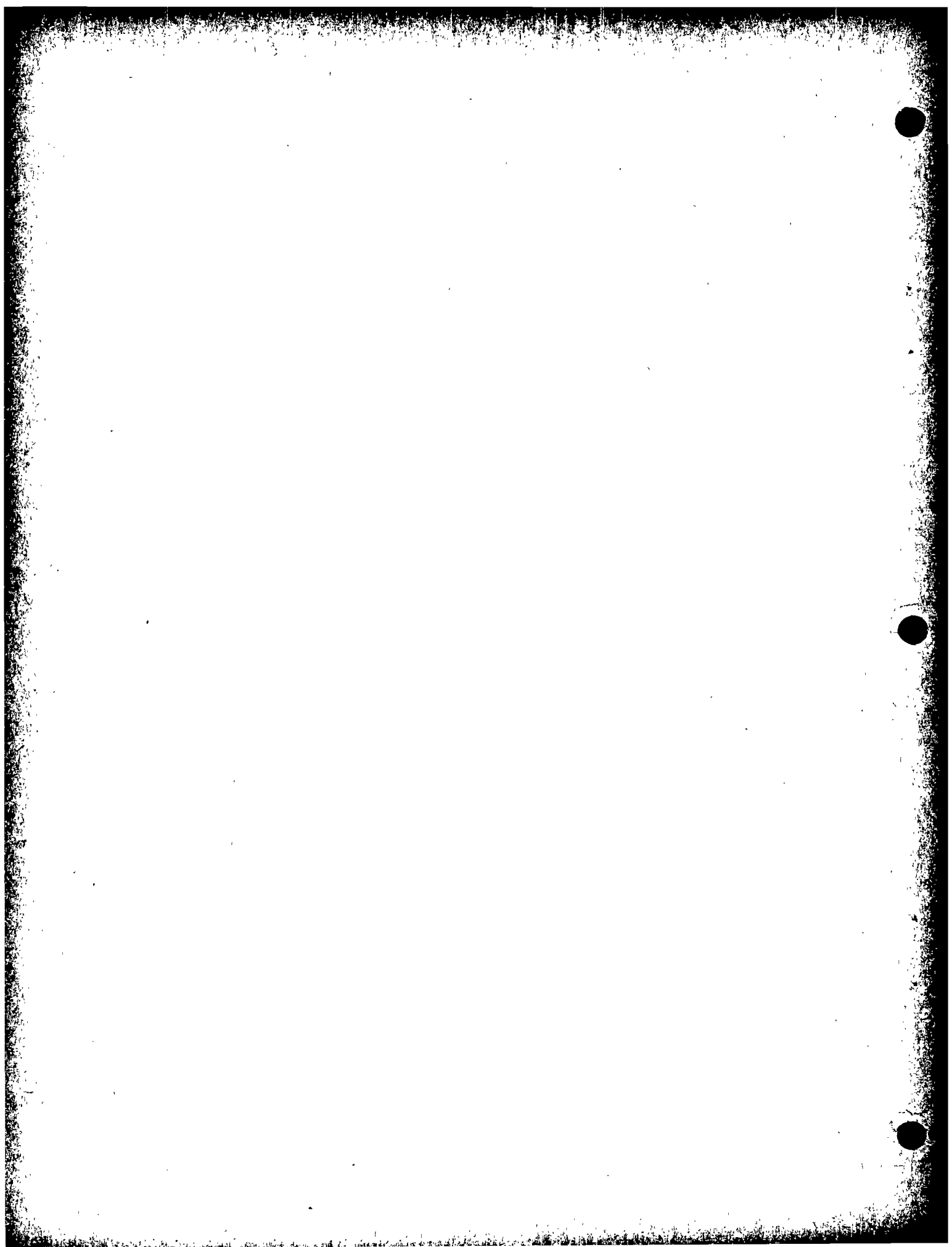
Mechanical Engineering: It is now necessary for the mechanical engineer to review and revise the design of central heating systems of much larger buildings and groups of buildings. The use of propane gas due to fuel shortages presents completely new problems of design; and similarly with the wide-spread conversion from oil to coal fuel, existing systems must be completely redesigned. The establishment of dormitory and trailer projects has necessitated the review of designs of previously-unencountered community kitchens, infirmaries, baths and sanitary facilities. With the limitations on materials it is impossible to conform to normal legal requirements, and new designs to eliminate or reduce the use of critical materials in plumbing and heating systems are necessary. Because, in summary, of the general increase in responsibility of the regional mechanical engineering positions, and because of the completely new problems encountered in connection with central heating and plumbing facilities and the conversion of existing facilities, the performance mechanical engineer position has been established at Grade P-5.

Civil Engineering: Due to the outlying nature of many projects, it is impossible to tie project utility requirements into available facilities. It is necessary to review designs of important facilities such as water supply works, sewerage treatment plans, pumping and pressure systems and the like. As a result of limitations on critical materials, new methods, procedures and specifications must be devised for such improvements as paving, and the site engineer must cooperate with the site planning architect in the layout of buildings so that a minimum of restricted materials can still serve the project adequately. Research into the chemistry of water and specific localities is necessary in the design of water supply systems since non-corrosive materials are more difficult to obtain. More complex problems of grading are encountered because less suitable sites, topographically speaking, are being used. With the marked increase in the scope of work performed by the civil engineers and with emphasis on the necessity for reviewing the designs of complete community facilities, the allocation of a performance Civil Engineer position at Grade P-5 is warranted.

The problems of War Housing have not so materially affected the positions of Architects, Architectural Engineers, Site Planners, Landscape Architects, or Construction Cost Analysts; at least sufficiently to warrant Grade P-5 allocations for these positions except on the basis of supervisory responsibility. In fact some of those mentioned have been definitely weakened owing to the extensive use of wood and the extremely minor use of structural steel. Characteristics of the present duties involved are:

Site Planning:

Due to the shortages of materials for utilities, it is necessary for the site planning architect to cooperate with electrical, mechanical and civil engineers in laying out projects so that a minimum of restricted materials can still serve the project adequately. Because unsuitable sites are used,



the emphasis now is on placing units in relation to topography, rather than to each other, and the accent on landscaping is now on the use of temporary ground coverings which become effective rapidly and which require only limited maintenance and upkeep. Increased responsibility recognized in the above factors strengthens these positions. The new problems introduced however are limited in scope and difficulty, and do not justify Grade P-5 as journeyman level.

Structural Engineering:

The limitations of materials require careful review of plans and specifications with respect to the design of foundations and the adequacy of supports. Undesirable sites and the curtailment of avoidable grading call for the redesign of foundations to conform to site requirements. However, the operations and problems involved do not call for foundations for heavy, permanent structures and therefore the performance grade remains at P-4.

Construction Cost Analysis:

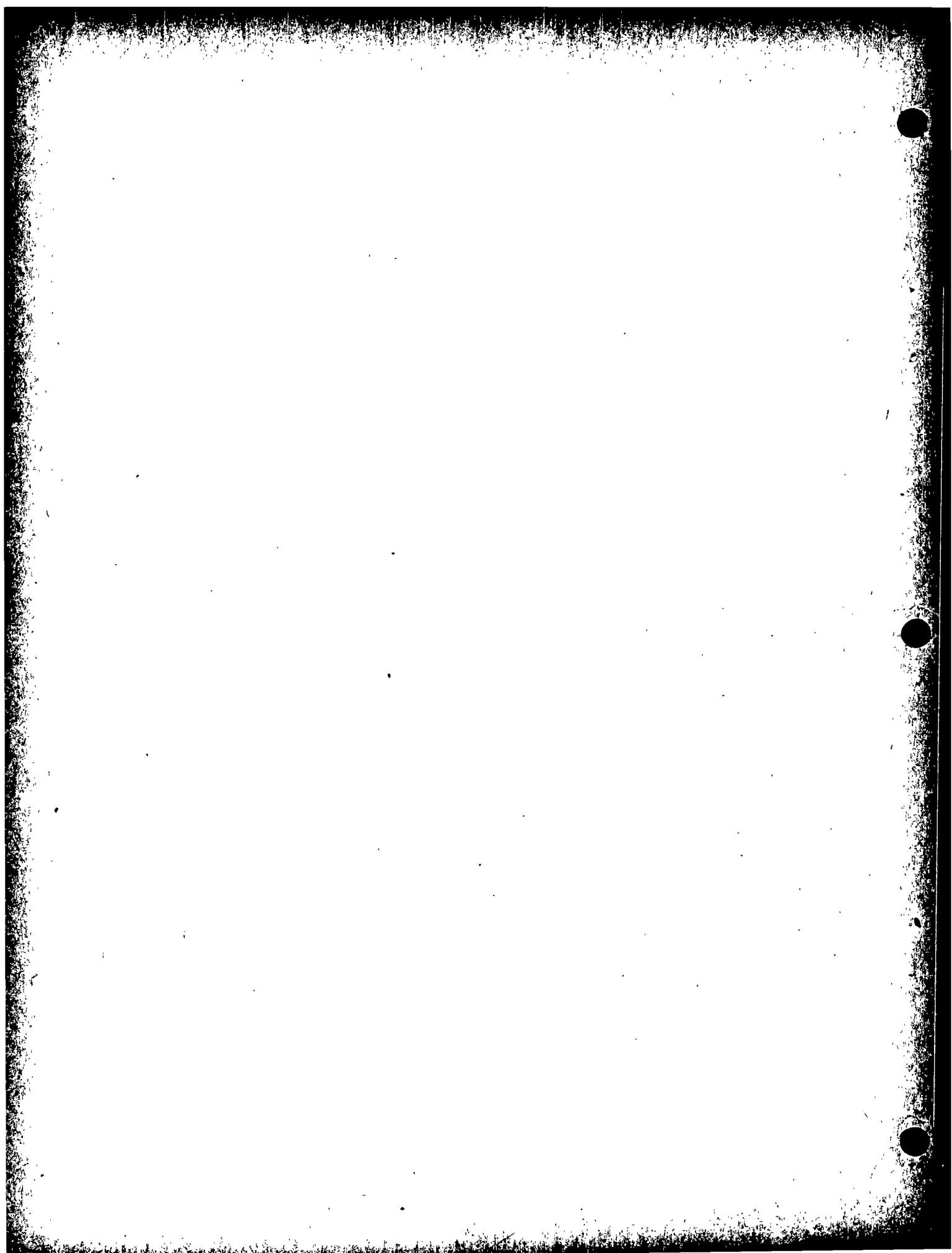
Letters of intent which were inherited along with prefabricated housing units have occasioned a great deal of cost work in transforming them to suitable contracts. The exclusive use of substitute materials has also tended to enlarge the scope of the position. Neither of these factors, however, appear to warrant classifying the journeyman level at better than Grade P-4.

Architecture:

Problems in connection with dormitory projects are largely solved by the fact that the Central Office issues standard working drawings for them. However, adjustments of these drawings to the local topography and the purpose for which the dormitories are to be used, are necessary. With respect to prefabricated housing, usual changes which must be made by the architects in direct dealings with the prefabricator include adjustments of details, such as windows of entrances, to permit combinations of units and the adjustments of space to take care of fuel changes or changes in internal fixtures such as bath tubs. This requires an intimate knowledge of the programs of prefabricators, without the benefit of the usual intermediary architect and positions in this series are strengthened somewhat by their direct contacts and negotiations with prefabricators. However, in large part, their work has not increased materially, either in scope or difficulty, and Grade P-4 has been established for the journeyman position.

Architectural Engineering:

This group is now dealing with completely new types of specifications. However, a great deal of specification work is reserved for the Central Office and while these positions have been strengthened somewhat, it is felt that the allocation of the performance position should continue at Grade P-4.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: FILE CLERK

KIND OR WORK

Concerns the performance of filing duties in a Regional Office, involving the sorting, classifying, indexing, checking, cross-referencing, searching and filing of correspondence, reports, documents and other materials by decimal, alphabetical and numerical arrangements; the maintenance of a control and follow-up system for borrowed file material.

GRADE LEVELS

CAF-4, File Clerk

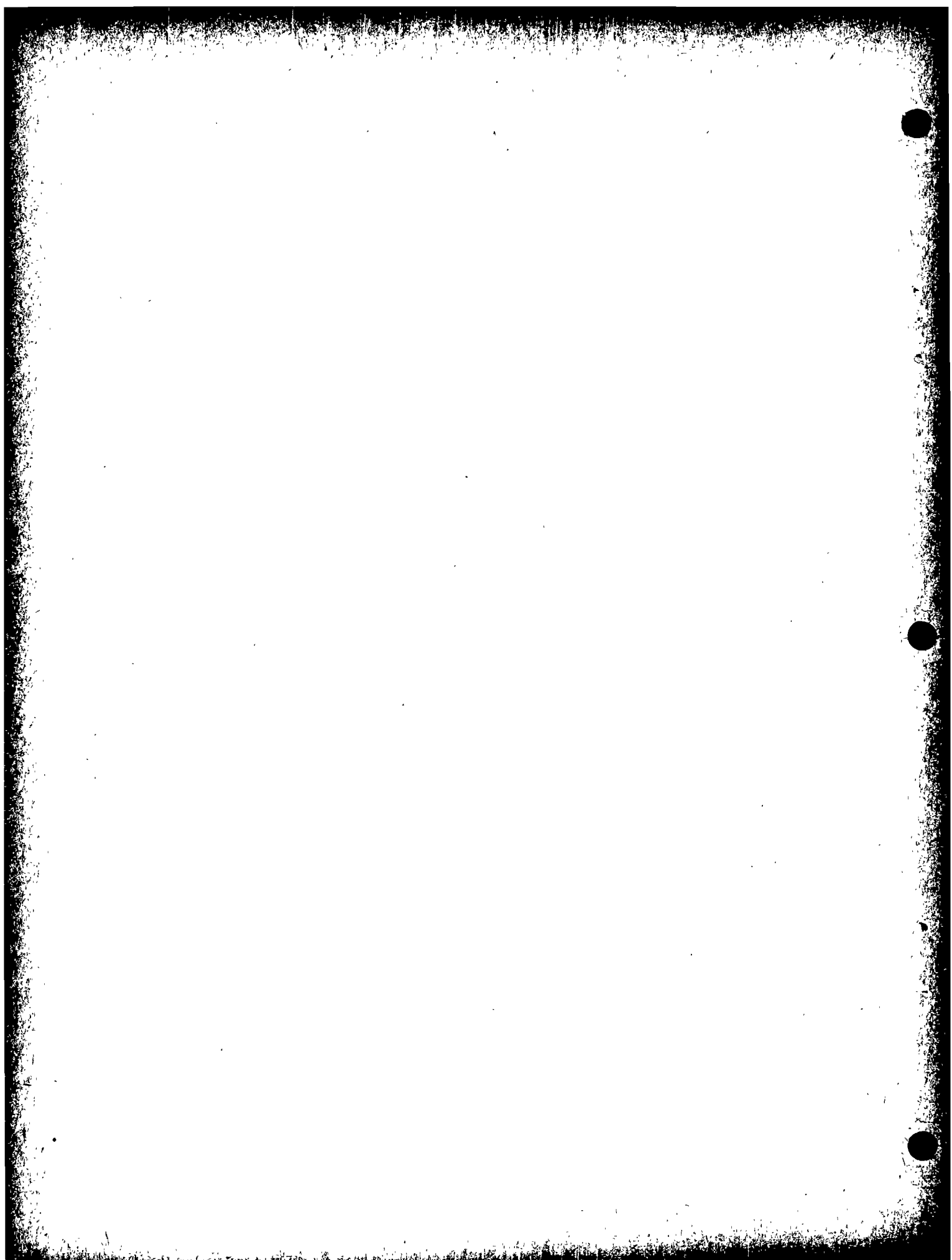
Responsible for the proper operation of the central file unit of the Regional Office and for the supervision of approximately eight employees ranging in grades from CAF-1 to CAF-3, engaged in classifying, indexing, cross-referencing, searching and filing of a variety of material including correspondence, reports, documents, plans, specifications, etc. Responsible for the accuracy of the files and the maintenance or revision of a complex classification system. Trains new employees directly, or through subordinates, in the filing procedures and work methods. Advises persons throughout the regional office on the filing procedures; formulates and recommends new filing procedures and methods and coordinates them with the requirements of the Region. Advises on or resolves the more difficult problems of classification and searching.

The pertinent allocation factors are the supervision of approximately eight employees and the ability to resolve the more complex problems in classifying and searching for file materials of a varied and technical nature; also, the responsibility for studying regional requirements and adjusting the filing system to meet these needs.

CAF-3, Assistant File Clerk (Searcher)

Searches in various types of files and records for requested correspondence, reports, documents, plans and specifications, etc. either not in the files or misfiled. Compiles material from the files with only general indications as to subject matter. The incumbent of this position will need to visit the various offices throughout the regional office to make searches for file material loaned.

Allocating factor of this position is the responsibility for difficult searches for material relating to all aspects of the FPHA program. This requires a comprehensive knowledge of the filing system and the functions of various offices and individuals.



Or:

Assistant File Clerk (Classifier)

Where a complex Dewey Decimal System of filing is involved, receives, reads, and analyzes the contents of incoming mail, documents, memoranda, etc., and classifies them on the basis of subject matter in terms of the major and minor breakdowns of the code system; in addition extracts information and prepares index cards containing such information as names, titles and topics of secondary importance to serve as aids in locating requested data; maintains the file for these cards.

The primary allocation factor of this position is the classifying of material by major and minor breakdowns in accordance with a complex variation of the Dewey Decimal System. A good knowledge of the subject matter is required.

CAF-2, Junior File Clerk

Sorts and arranges file material in accordance with the Dewey Decimal System; files and withdraws material; files charge-out receipts; checks folders for errors; arranges material in folders and binds for permanent records; checks returned files against charge-out cards before filing; prepares folders and rearranges material in cabinets when expansion is necessary; classifies into primary categories; indexes material not requiring extensive familiarity with the subject matter.

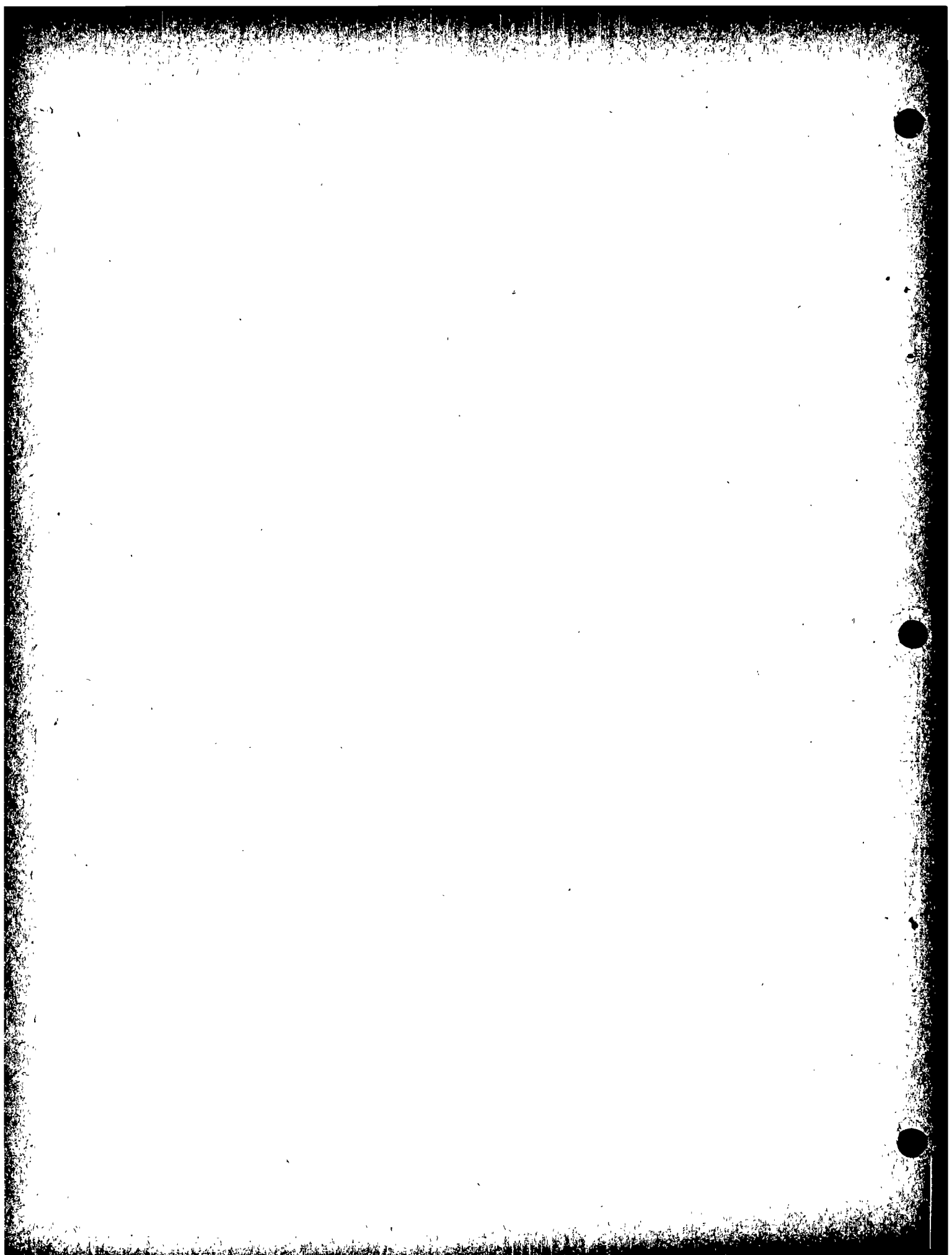
CAF-1, Under File Clerk

Sorts and arranges file material in a simple alphabetical or numerical filing system; files and withdraws material; files charge-out receipts and checks returned files against charge-out before filing; prepares labels and types cards.

REMARKS

The establishment of separate Grade CAF-3 positions for classifiers and searchers should depend on the workload. In many cases these duties may be combined in one position. Available information indicates that a Grade CAF-3 File Clerk should be able to classify approximately 400 pieces of varied material daily.

A Senior Mail, File and Record Clerk, CAF-5, is justifiable only when the Mail and File Unit consists of twenty-five employees, of which twenty are in the Clerical, Administrative and Fiscal Service. Such a position will be responsible for coordinating the work of the Unit, for appraising Regional Office needs and revising the Mail and File procedures to meet those needs when required.



*Supervised
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by Pgp*

POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: FISCAL ACCOUNT CLERK

KIND OF WORK

Concerns the performance of all bookkeeping operation of a Regional Office designed to insure an accurate and adequate recording of all receipts, obligations and expenditures of the Region; the preparation and maintenance of all income and expenditure records; the keeping of a general ledger, administrative expense ledger, construction cost ledger, management allotment ledger, cash ledger and a ledger on miscellaneous obligations as incurred; the preparation of special and periodic reports and statements required by the Regional Director, the Central Office and the General Accounting Office and Treasury Department.

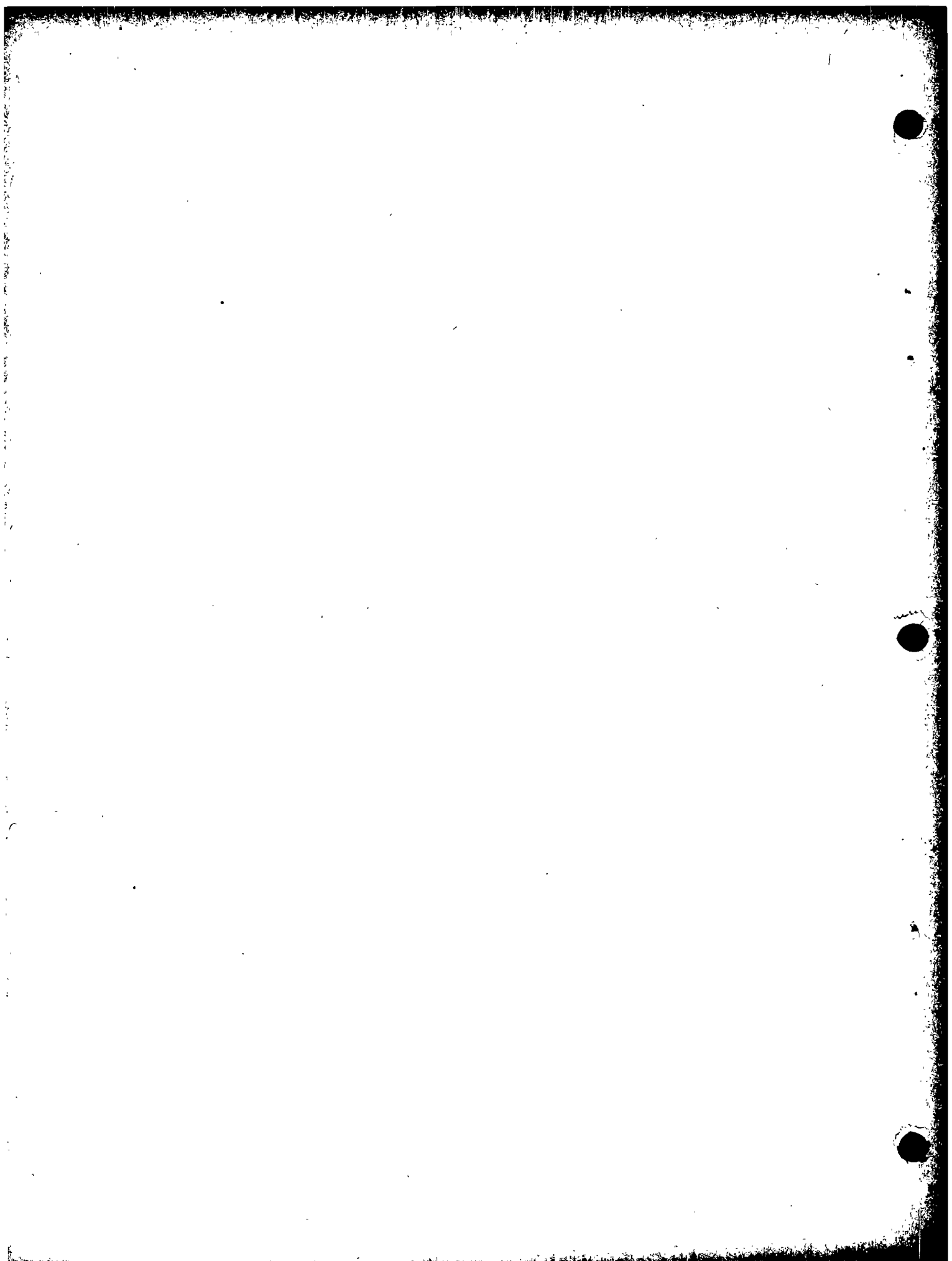
GRADE LEVELS

CAF-8, Associate Fiscal Accountant

Acts as Chief of the Accounting Unit and is responsible for directing, coordinating and supervising the activities of the Bookkeeping Unit. Directs the maintenance of the general ledger and the reconciliation of the subsidiary ledgers with the general ledger. Directs and participates in the annual closing of the general ledger and in the preparation of all special and periodic reports and statements as may be required by the Central Office, General Accounting Office, and the Treasury Department. Confers with the Regional Accountant and Assistant Regional Accountant with regard to accounting procedures, and recommends new or improved methods for the expeditious handling of vouchers, contracts, schedules of receipt and disbursement, invoices and other financial documents.

CAF-6, Principal Fiscal Account Clerk

Acts, on a full time basis, as the assistant to the Associate Fiscal Accountant with responsibility for the distribution of work to subordinates, the expediting, and the coordination of the flow of work among employees, and in such capacity acts as consultant on any unusual or complex problems that may arise. Responsible for the introduction and training of new employees. Is directly responsible for the preparation of all major financial reports of the Unit, and is also directly responsible for maintaining the general ledger of all financial activities of the Regional Office. Detects discrepancies that may arise between the general ledger and subsidiary ledgers, and instructs the ledger clerks to make the proper reconciliations. Prepares trial balances, reconciliations and monthly reports covering all accounting activities pertaining to the projects, and periodically prepares statements and summaries required by the Central Office.



The allocation factors to be considered in classifying to this level are: the responsibility for serving as full-time assistant to the Associate Fiscal Accountant, and the direct responsibility for the preparation of all major reports and the maintenance of the General Ledger.

CAF-5, Senior Fiscal Account Clerk

Is responsible for maintaining the construction allotment ledger and the administrative expense ledger. Posts in appropriate construction subsidiary ledgers, each obligation incurred, analyzed according to seven types of expenditures. Maintains the encumbrance and liquidation ledger of administrative expenses, posting in detail all administrative obligations incurred by the Regional Office. Prepares monthly summaries of transactions to show the status of books of account.

The primary allocation factor determining this level is the responsibility for the maintenance of two basic accounting ledgers. The knowledge required, and the greater variety and scope of work performed are elements warranting the allocation of this position at one grade higher than the journeyman Fiscal Account Clerk.

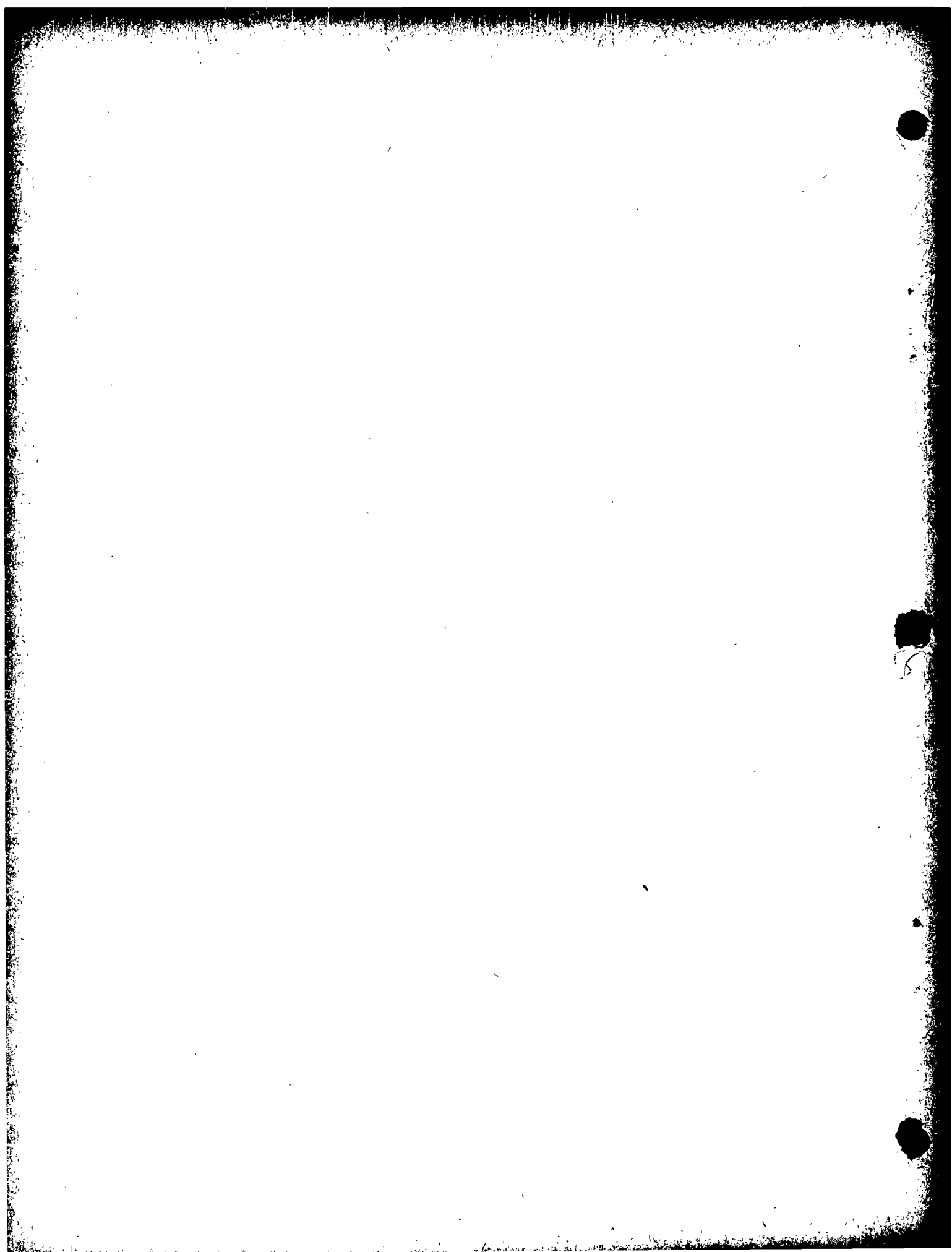
CAF-4, Fiscal Account Clerk

This is the journeyman level for the account clerk series in a Regional Office where responsibility is vested in the incumbent for the maintenance of one of the several accounting ledgers kept by the Bookkeeping Unit. Normally the ledgers maintained at this level are the Cash Ledger, the Management Allotment Ledger and the Miscellaneous Obligations Ledger, the remaining two basic ledgers, i.e. Construction and Administrative Expense, being jointly placed under the responsibility of the Senior Fiscal Account Clerk discussed above. The incumbent of a position at this level performs such duties as posting schedules of disbursements and collections, posting obligations incurred and voucher payments and liquidations, and preparing periodic and special statements showing the cash position of the Regional Office, the status of obligations occurred and liquidated against any construction, management or administrative allotment.

The incumbent of this position has full responsibility for the maintenance of an integral set of accounts for the Regional Office and must have a complete knowledge of double-entry bookkeeping and the procedure governing the processing of public fiscal documents.

CAF-3, Assistant Fiscal Account Clerk

Serves as general assistant in the Bookkeeping Unit, rendering aid to the account clerks of higher grade in the posting data from allotment, incumbrance and liquidation media to the control system of accounts. The incumbent computes daily totals of disbursements and collections; makes trial balances as requested; prepares schedules and, where the occasion requires, substitutes for Fiscal Account Clerks of higher grade in the direct maintenance of ledgers.



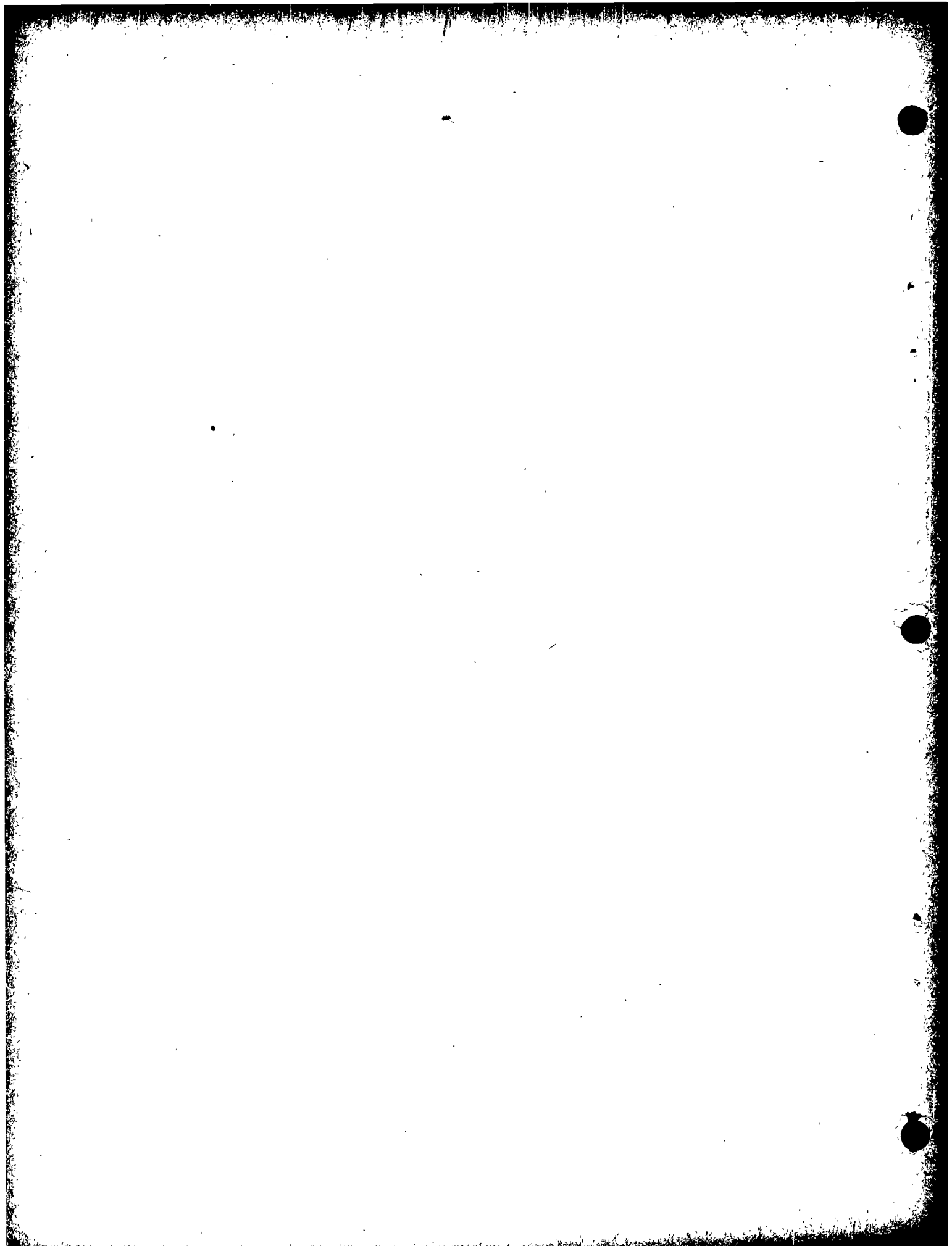
The incumbent of a position at this level usually performs bookkeeping duties similar to the CAF-4 Account Clerk, but receives more detailed instructions and more immediate supervision and does not have full responsibility for a particular set of books. The position represents the transition level between the basic typing and minor clerical duties performed by Junior Clerk-Typists of the Unit and the full-grade Fiscal Account Clerks.

REMARKS

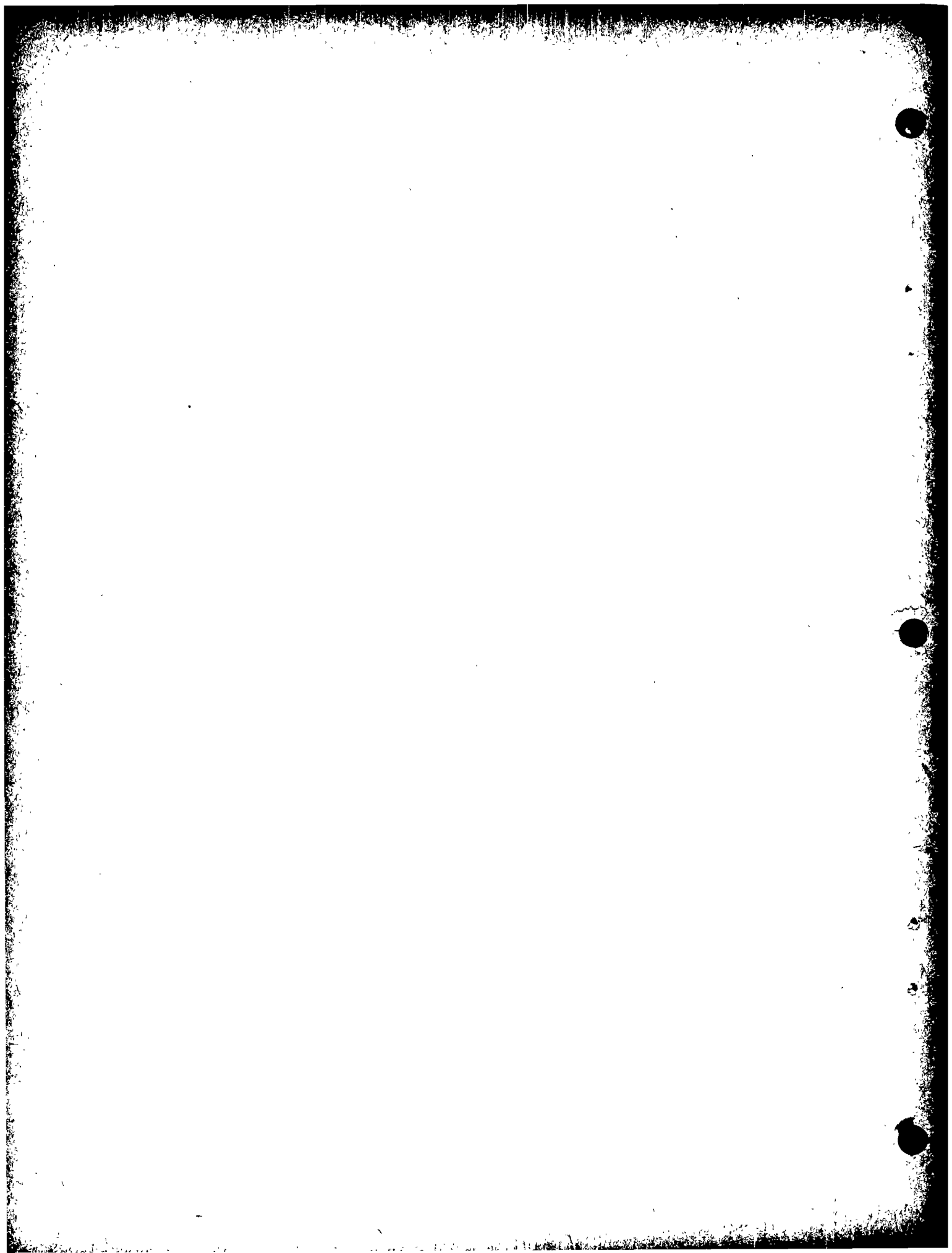
When the Account Section positions were first established it was the opinion of the Finance and Accounts Division of the Central Office that the ledger breakdown indicated in the above standards was the most feasible arrangement for the full utilization of man power. For example, the Construction and Administrative Expense Ledgers were combined into the responsibility of one position primarily because it was felt that the workload involved in the maintenance of either one of these ledgers would not occupy the full time of Account Clerk. It was the opinion of the accountants and of the Classification Section that such a combination imposed upon the incumbent a greater degree of responsibility than rested with the Account Clerks keeping only a single set of books. Hence Grade CAF-5 was assigned to this position. Whether or not, in actual operation, this opinion has been justified is not clear at the present time. In the only region where a check has been made, the proposed functional distributions for the Bookkeeping Unit has proven to be sound.

Also in the regional setup direct responsibility for the maintenance of the General Ledger for the Regional Office was placed in the position of the Principal Fiscal Account Clerk, CAF-6. The General Ledger responsibility itself properly carries only grade CAF-5, and a position could be setup to do this work at that grade. This, however, could not be done without affecting the grade of the Principal Account Clerk unless (1) the responsibility of the Principal Account Clerk for serving as full time assistant head of the unit really amounts to something in terms of actual performance, and unless (2) this responsibility, combined with the responsibility for assembling, preparing and consolidating all fiscal reports and statements of the unit requires highly technical and administrative ability commensurate with the grade CAF-6. Normally, it seems that such a position, minus the general ledger responsibility, would be warranted only upon an expansion of the bookkeeping staff to the number of approximately 15.

The grade for the Associate Fiscal Accountant appears at the present time to be sound; this, in spite of requests which have been received from one or two Regions to effect the reallocation upward of the position. The job is essential one of an administrative nature involving supervisory responsibility of not too difficult a nature. This responsibility alone, that is for supervising the activities of the unit, would not, on the bases of existing staffing, justify allocation of the position at higher than grade CAF-7. The position was established, however, one grade higher because of the stated responsibility of the position for participating



in meetings and conferences on the general subject matter of Fiscal Accounting and for making recommendations affecting general regional financial policy and procedure. To the extent that this latter responsibility involves the application of professional accountancy, together with the measurable influence of recommendations made by the incumbent, the position may warrant allocation at a higher grade.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: FISCAL AUDIT CLERK

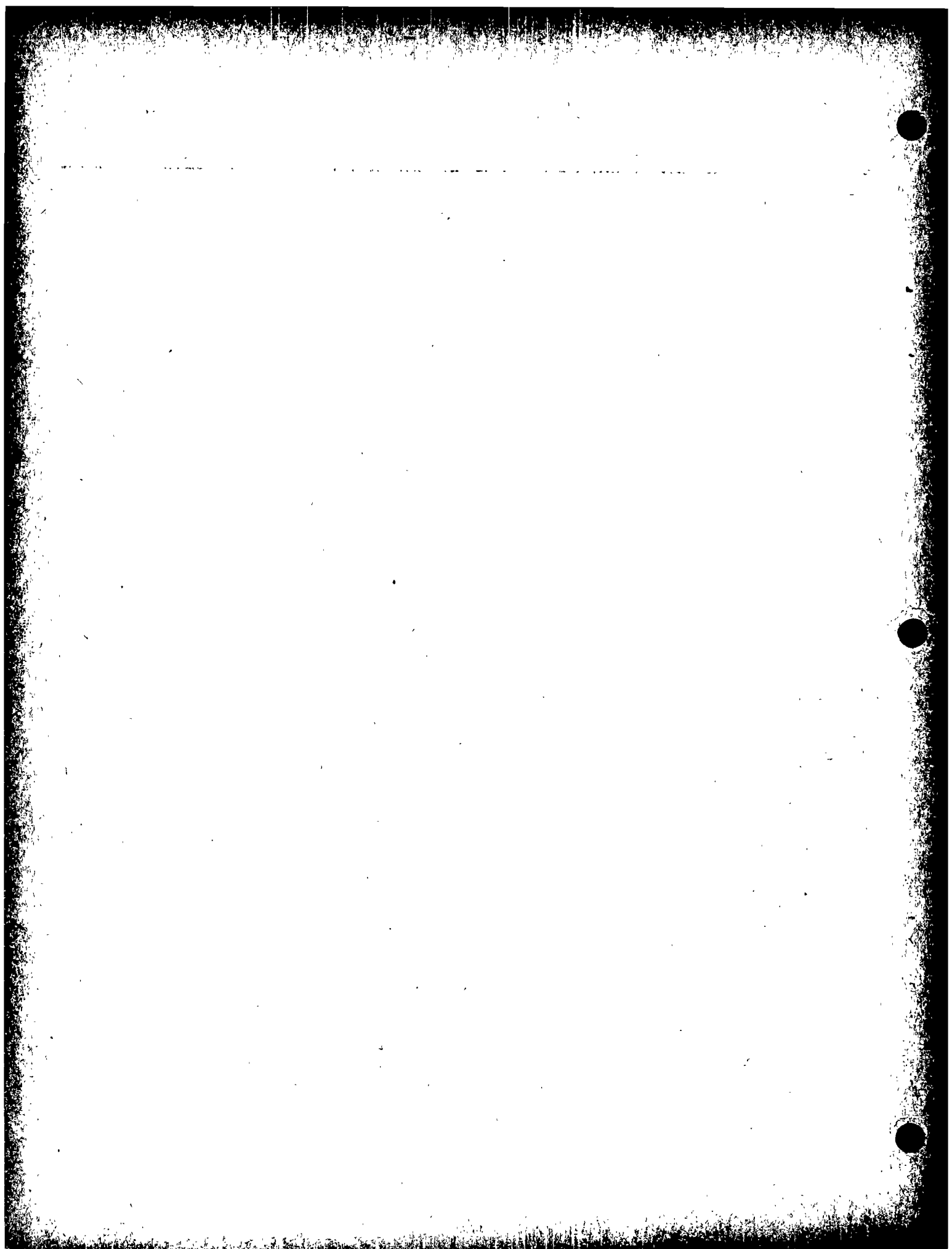
KIND OF WORK

Concerns the administrative examination, prior to certification for payment, of all types of public vouchers submitted to a Regional Office, including vouchers for regional office administrative expenditures, vouchers for lump-sum construction payments, vouchers for construction payments under cost-plus-a-fixed-fee contracts, and vouchers incidental to the operation of directly and indirectly managed federal projects; the determining of the accuracy, propriety and validity of all payments made by the region, requiring reference to and the application of all pertinent laws and regulations of the Central Office and General Accounting Office as well as decisions of the Comptroller General; the recommendation to an authorized certifying officer of certifications for payment of approved vouchers, or the recommendation for administrative disapproval where necessary; the examination of all contracts entered into by the regional office to determine their completeness as to form and their adequacy from a fiscal viewpoint; and the preparation of all necessary briefs, reports and correspondence, citing discrepancies and irregularities, and justifying payments made to which the General Accounting Office has taken exception.

GRADE LEVELSCAF-8, Chief Fiscal Audit Clerk

As head of the Administrative Audit Unit of a regional office, is responsible for planning, coordinating and directing the activities of approximately 15 Fiscal Audit Clerks and additional clerical and typing personnel engaged in examining all public vouchers submitted to the regional office for payment. Assigns and reviews all work and personally performs the audit and review for adequacy and propriety of the most difficult vouchers and contract documents. Is directly responsible for recommending to the Regional Accountant, or to another authorized certifying officer, the certification of payment of approved vouchers. Participates in conferences and meetings on matters concerning the payment of vouchers and the disbursement of administrative funds, making recommendations affecting fiscal policies and procedures of the regional office. Prepares periodic and special reports and correspondence on the work of the unit and on irregularities and non-compliances with established rules and regulations governing public expenditures, and, where necessary, prepares comprehensive replies to General Accounting Office suspensions for appropriate action to be taken by the Central Office.

Grade CAF-8 for the position of Head of the Administrative Audit Unit of a regional office is dependent upon the volume of construction vouchers both lump-sum and cost-plus flowing into the regional office for payment; or more accurately upon the variety of contracts involved in the review of such vouchers. The scope of the development program of a regional office is therefore the determining factor in establishing the grade of the Head of the



Administrative Audit Unit. For allocation purposes the arbitrary figure of \$85,000,000 has been set up as the dividing line between the Grade CAF-7 and Grade CAF-8 responsibility. This figure has been confirmed by the Civil Service Commission as being sound.

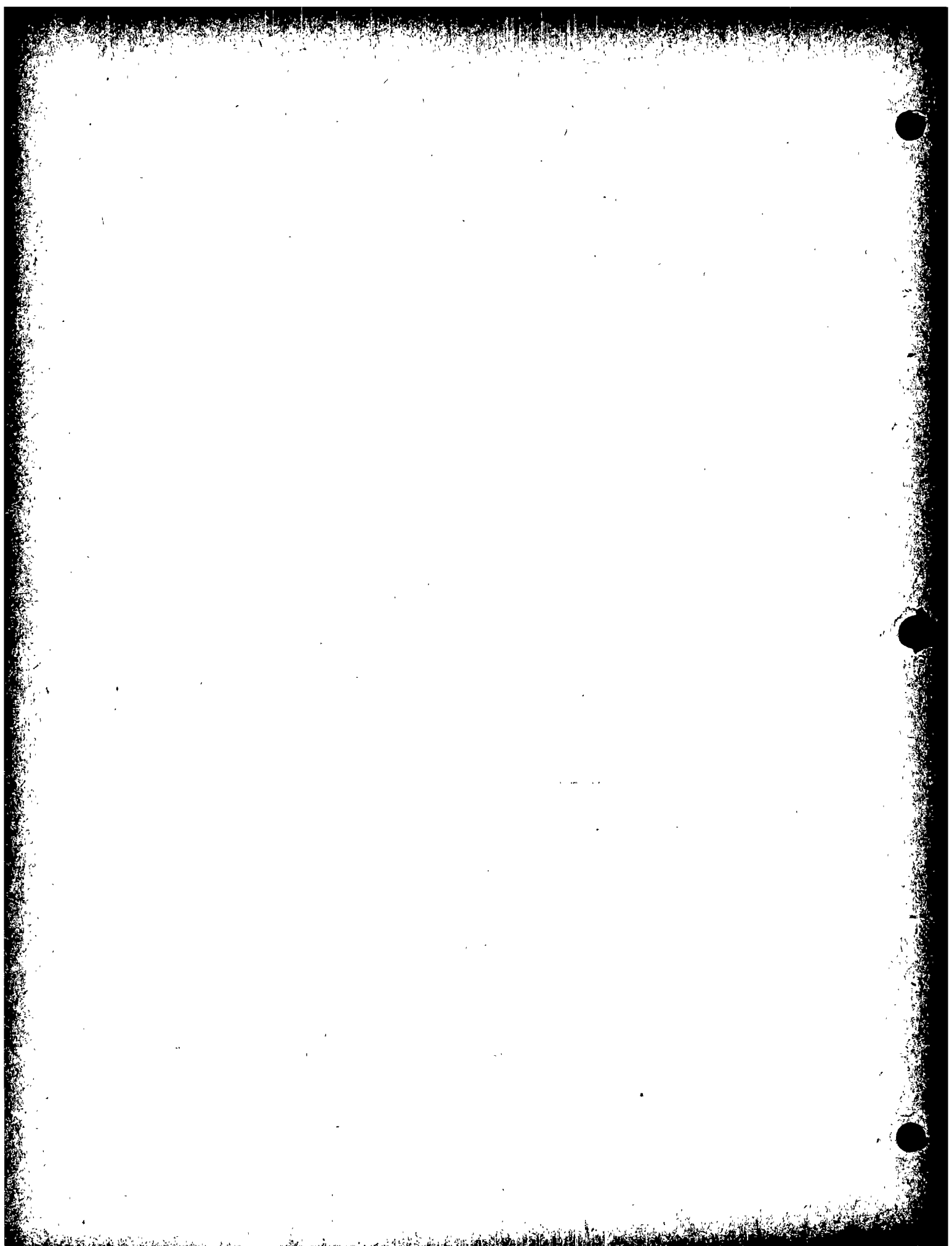
CAF-7, Head Fiscal Audit Clerk

As head of the Administrative Audit Unit of a regional office, is responsible for planning, coordinating and directing the activities of approximately 8 Fiscal Audit Clerks and additional clerical and typing personnel engaged in examining all public vouchers submitted to the regional office for payment. Assigns and reviews all work and personally performs the audit and review for adequacy and propriety of the most difficult vouchers and contract documents. Is directly responsible for recommending to the Regional Accountant or to another authorized certifying officer the certification of payment of approved vouchers. Participates in conferences and meetings on matters concerning the payment of vouchers and the disbursement of administrative funds making recommendations affecting fiscal policies and procedures of the regional office. Prepares periodic and special reports and correspondence on the work of the unit and on irregularities and non-compliances with established rules and regulations governing public expenditures, and, where necessary, prepares comprehensive replies to General Accounting Officer suspension for appropriate action to be taken by the Central Office.

This grade represents the top level for the position of head of the Administrative Audit Unit in those regions where the development program does not approximate the figure of \$85,000,000, for the reasons indicated in the discussion of the CAF-8 position. It is felt that the supervisory responsibilities and technical problems faced by the incumbent of a position at this level are considerably less.

CAF-6, Principal Fiscal Audit Clerk

As full-time assistant to the head of the Administrative Audit Unit, assigns work to clerks of lower grade and reviews their work for general adequacy with considerable authority for making final decisions, subject only to the cursory review of the head of the unit. The incumbent of this position has direct responsibility for the fiscal examination of all contracts entered into by the regional office to determine their completeness as to form and their general compliance with regulations of the Treasury and General Accounting Office; and is directly responsible for the conduct of all necessary correspondence in connection with irregularities and non-compliances in such contracts. Similarly, is in immediate change of all training activities undertaken by the unit to provide competent voucher examiners in a time of difficult recruitment. As operating assistant chief, is referred to for decisions on difficult vouchers and contract interpretation, and in the absence of the head of the unit discharges the responsibilities of his office with full and final authority.



The essential factors determining the allocation of a position to this level are the responsibilities for serving in the line activity as a full-time assistant head of the unit and the direct responsibility for the review for fiscal adequacy of all contracts entered into by the regional office.

CAF-5, Senior Fiscal Audit Clerk

The primary responsibility of a position allocated at this level is for the administrative audit of mine-run construction cost-plus vouchers. The responsibility for determining which are legitimate charges for reimbursement under a cost-plus contract can be regarded as a task more difficult and calling for more judgment and discretion than any comparable responsibility for lump-sum contract vouchers or for the regular miscellaneous expense public vouchers. The incumbent of this position is required to be, in terms of experience and ability, more capable than the journeyman CAF-4 Voucher Audit Clerk.

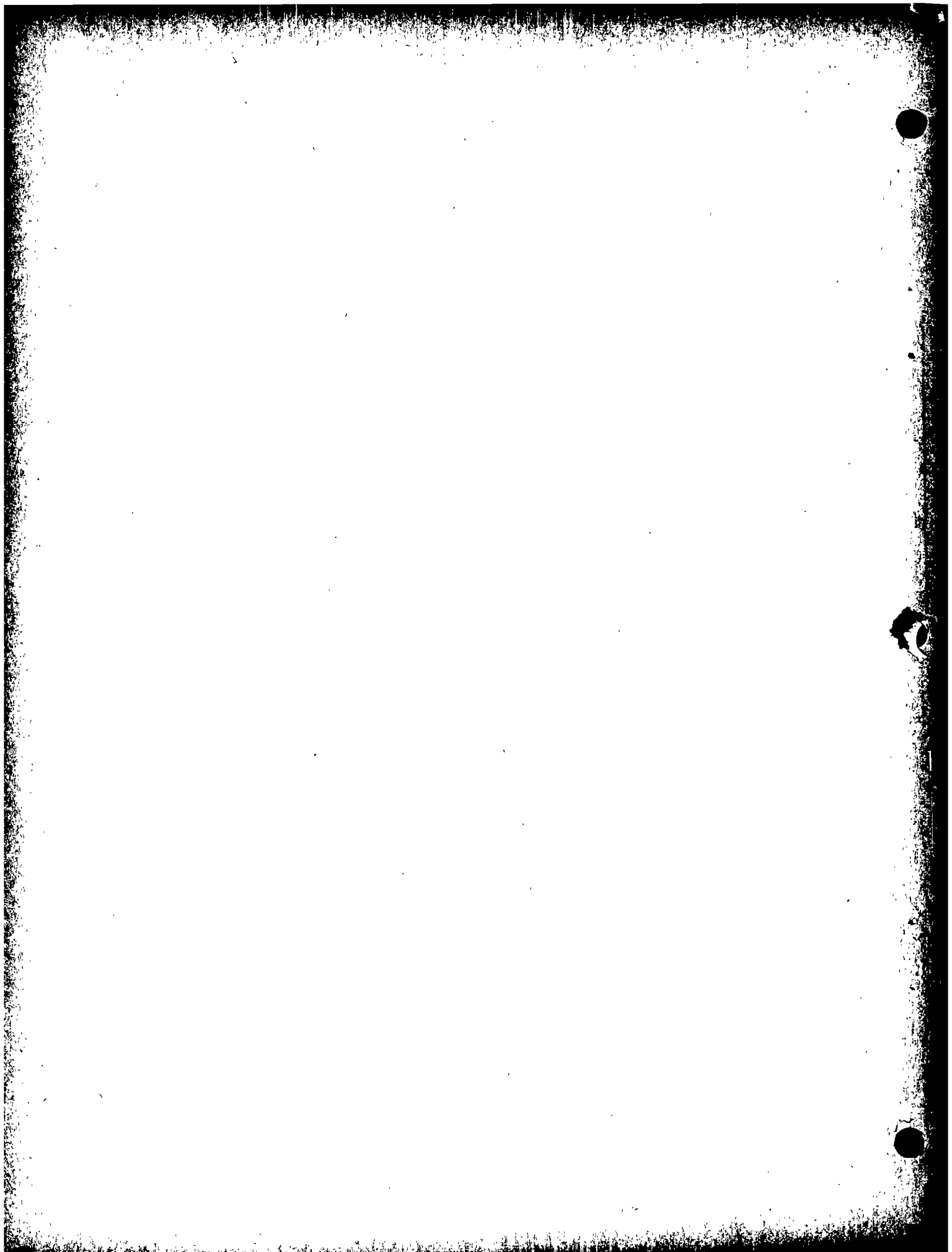
The CAF-5 allocation for a Voucher Audit Clerk may also be based upon responsibility for exercising full-time supervision over at least three voucher examiners engaged in the audit of all types of public vouchers exclusive of contraction cost-plus vouchers. In this instance, the grade rests upon the supervisory responsibility alone.

CAF-4, Fiscal Audit Clerk

This is the journeyman of full-grade performance level for voucher audit work. Under general supervision, this position is responsible for either the audit of all types of travel vouchers, including the most difficult; or the audit of project management vouchers, including the examination of tenant refund requests and fund transfers; or the audit of all mine-run miscellaneous purchase vouchers, excluding those for management and those for construction; or for the audit of any combination of such vouchers.

CAF-3, Assistant Fiscal Audit Clerk

Is responsible for the administrative audit of any one of the following types of vouchers, or any combination of them: civil payrolls, reimbursement vouchers of the ordinary kind, passenger, freight and express vouchers and advertising vouchers. The incumbent of a position at this level normally does not participate in the audit of more difficult public vouchers, such as travel and miscellaneous purchase; or, if he does, it is only in the way of training for more responsible work, without journeyman responsibility for results. This grade is usually the entrance level for work in the subject matter field of voucher examination, requiring little or no familiarity with existing rules, regulations and decisions governing the expenditure of public monies.



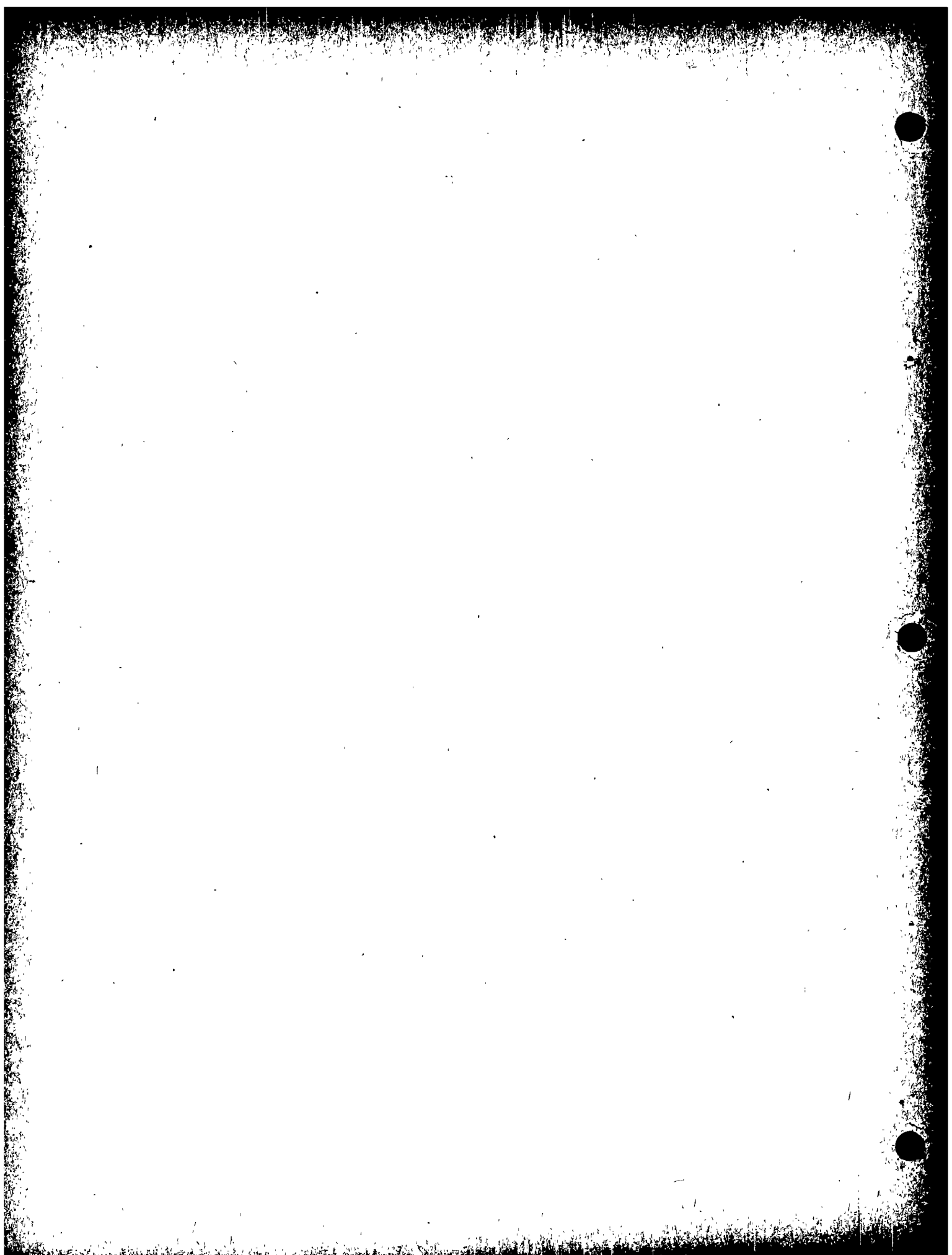
REMARKS

The number of Grade CAF-5 positions in an Administrative Audit Unit of a region is closely and necessarily related to the volume of construction cost-plus vouchers received by the regional office. It is expected that, with the trend to the cost-plus form of contract, the need for additional CAF-5 audit clerk positions will make itself felt. This factor will vary again with the number of cost-plus vouchers that can be processed by one examiner and still insure adequate production. Another cautionary note is, that the audit referred to in mentioning the examination of construction cost-plus vouchers is the full and complete examination of the vouchers, not the audit of certain phases involved. In one region, for example, a cost-plus voucher moves progressively from examiners of lower grade to the head of the unit himself, each examiner in the process auditing or checking only certain items on the voucher. Obviously, in such a procedure, where the simple is segregated from the difficult, there would be no justification for allocating all of the examiner positions at Grade CAF-5.

One significant point in connection with the establishment of Grade CAF-5 and CAF-4 positions is the standard adhered to by the Civil Service Commission, which holds that the audit by one person of all types of CAF-4 vouchers does not warrant, on the basis of variety, the allocation of that person's position at Grade CAF-5.

In general, the factors determining the level of audit clerk positions are three: (1) the number and variety of legal and administrative rules, regulations and requirements which must be applied in the audit function; (2) the number of appropriations involved and the number of restrictions and limitations existing as to the use of such appropriations; and (3) the independence with which the audit clerk performs his duties and the general finality of his work.

There are certain items to be checked and verified which are common to the audit of all types of vouchers. These are: the name and address of the payee, the signature of the payee, appropriation and project numbers, required supporting papers, the verification of computations and statements, approved amounts, authorizations for expenditure and dates. It is the extent to which other factors are added to these, and the difficulty of these additional factors, which determine whether an audit clerk position should be allocated at Grade CAF-3, 4, or 5. Above these levels the allocation must rest primarily upon supervisory responsibility.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: HOUSING MANAGEMENT ADVISER

KIND OF WORK

Administrative management work in the development and supervision of project management programs involving administrative organization and functioning with particular reference to efficiency and economy and conformity to Federal Public Housing Authority policy and standards; the inspection of project operation, the advising of housing management personnel and the initiation of actions to insure compliance; participation in management phases such as tenant selection, relocation, and preparation of rent schedules; the preparation of contract awards, inspecting work, and reviewing management reports; the development of procurement and personnel standards; and the preparation of comparative analysis and administrative cost controls.

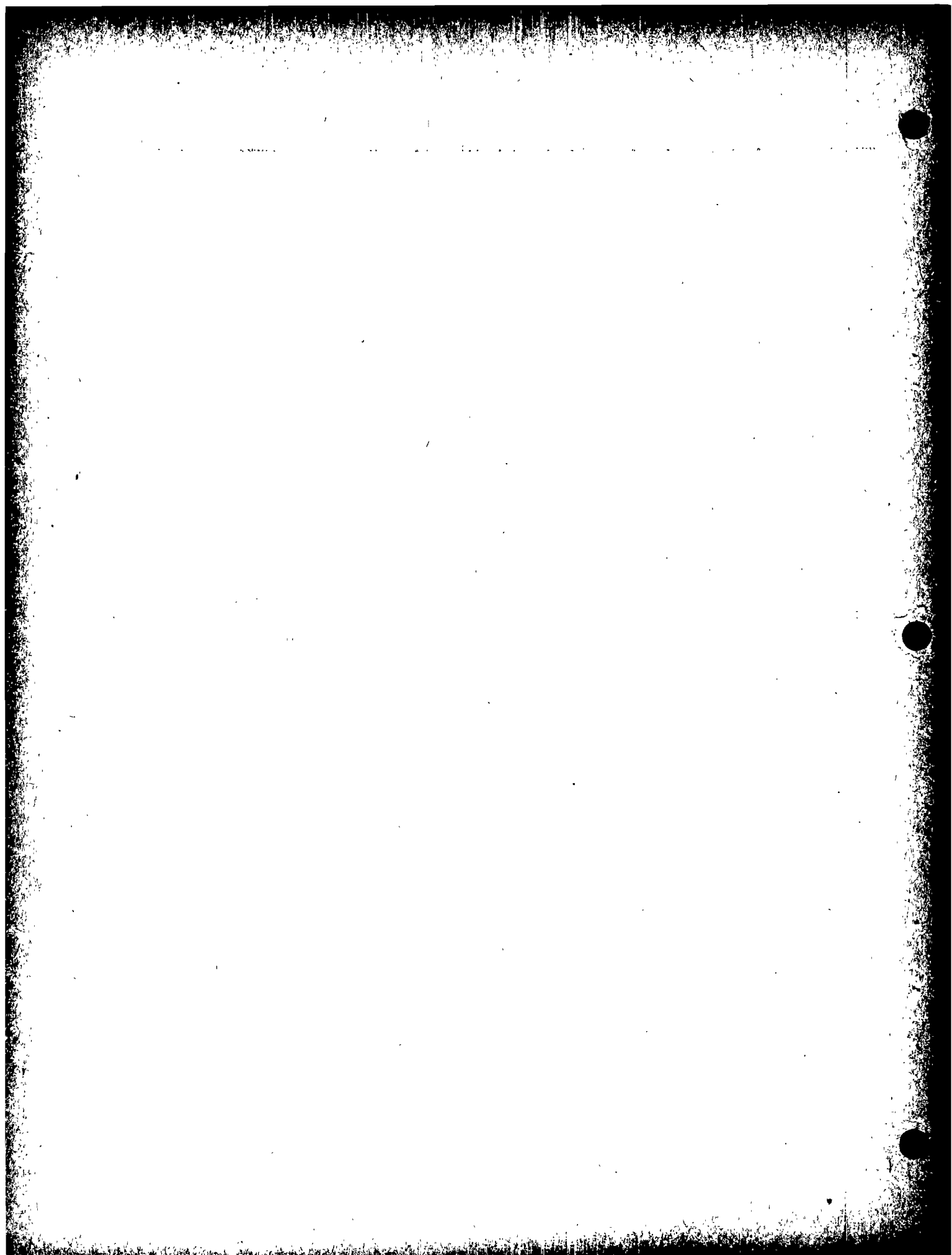
GRADE LEVELS

CAF-12, Senior Housing Management Adviser

Acts as head of a squad of Housing Management Advisers responsible for supervising housing management activities on projects within an area of the region. Assigns, directs, and reviews the work of the squad personnel, giving general instructions as to policy and procedure and specific instructions in problem situations. Personally supervises or participates in the more important and difficult phases of project management, making field trips as necessary and rendering decisions on matters of too great importance for handling by lower grade personnel. Reviews documents prepared by Local Housing Authorities and confers with them on matters involving deviations from established policy, being authorized to determine the acceptance or rejection of their recommendations. Confers with the Regional Director and the Assistant Regional Director for Project Management on matters of importance to the regional management program, and recommends the establishment of new or revisions to old policies and procedures.

CAF-11, Housing Management Adviser

This is the journeyman grade in this series with responsibility for performing the general duty reviewing, advising, and expediting on the gamut of management problems in the field. Acts as principal liaison between Housing Managers, Local Housing Authorities, and the FPHA during the management stage of projects to which he is assigned. Conducts conferences with Local Housing Authority representatives and regional staff members to establish working agreements and to clarify points at issue. Advises housing management personnel on the various phases of project management, coordinates and expedites progress on the project to which he is assigned, investigates delays, and makes recommendations on action to be taken.



Positions in this level operate with independence of decision on matters of consistency, conformity to standards, policies and procedures, and technical soundness. Matters requiring major decisions are referred to the Senior Housing Management Adviser for action. Work is reviewed primarily for conformity to established policy and procedure and for soundness of professional judgment on technical phases.

CAF-9, Associate Housing Management Adviser

Is responsible for rendering field and office assistance to Housing Managers and Local Housing Authorities in the operation and maintenance of war housing projects; advises in the various phases of project management, and confers with local representatives and with private and public organizations and officials.

Position in this level handle a limited scope of the entire management program and work under the close guidance of the Senior Housing Management Adviser. They have responsibility, however, for accuracy, thoroughness, and the application of technical knowledge where standards are established, and are subject to review for conformity to established policy and procedure, for general technical soundness and adequacy, and for conformity to standards. Reference to others is made on disagreements and major discrepancies. This is the trainee level for field advisory work.

CAF-7, Assistant Housing Management Adviser

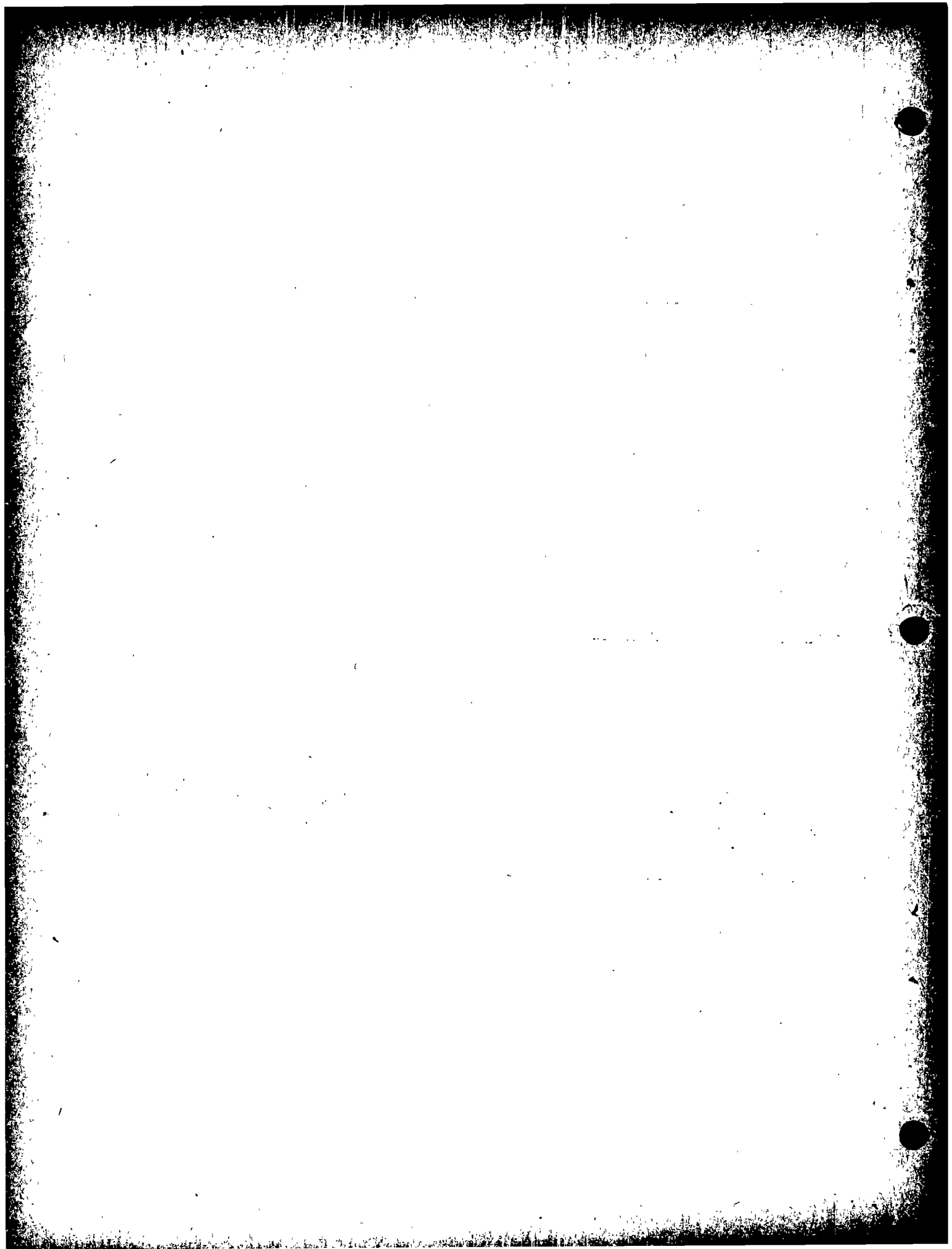
Acts as a Senior Office Assistant performing such functions as the following: reviews reports and recommendations, and loan applications in regard to project administration; prepares project average annual estimates; reviews materials and documents on a production basis; prepares correspondence and various supporting materials.

Positions in this grade level have responsibility for applying established criteria, policies, and procedures with general review except as it is deemed necessary to refer to personnel of higher grade on matters of more than average importance.

CAF-5, Junior Housing Management Adviser

This is a trainee position operating in the Regional Office as a Junior Office Assistant. Assists Housing Management Advisers of higher rank in the review of management resolutions, reports, and recommendations, and checking of records and accounts. Reviews and makes comments on drafts for proposed bulletins and other literature and conducts correspondence with Local Housing Authorities.

Incumbents of positions at this level operate with considerably more guidance and supervision in all phases of the work than incumbents of CAF-7 positions. Principal responsibility is for the accuracy of results and the carrying out of directions.



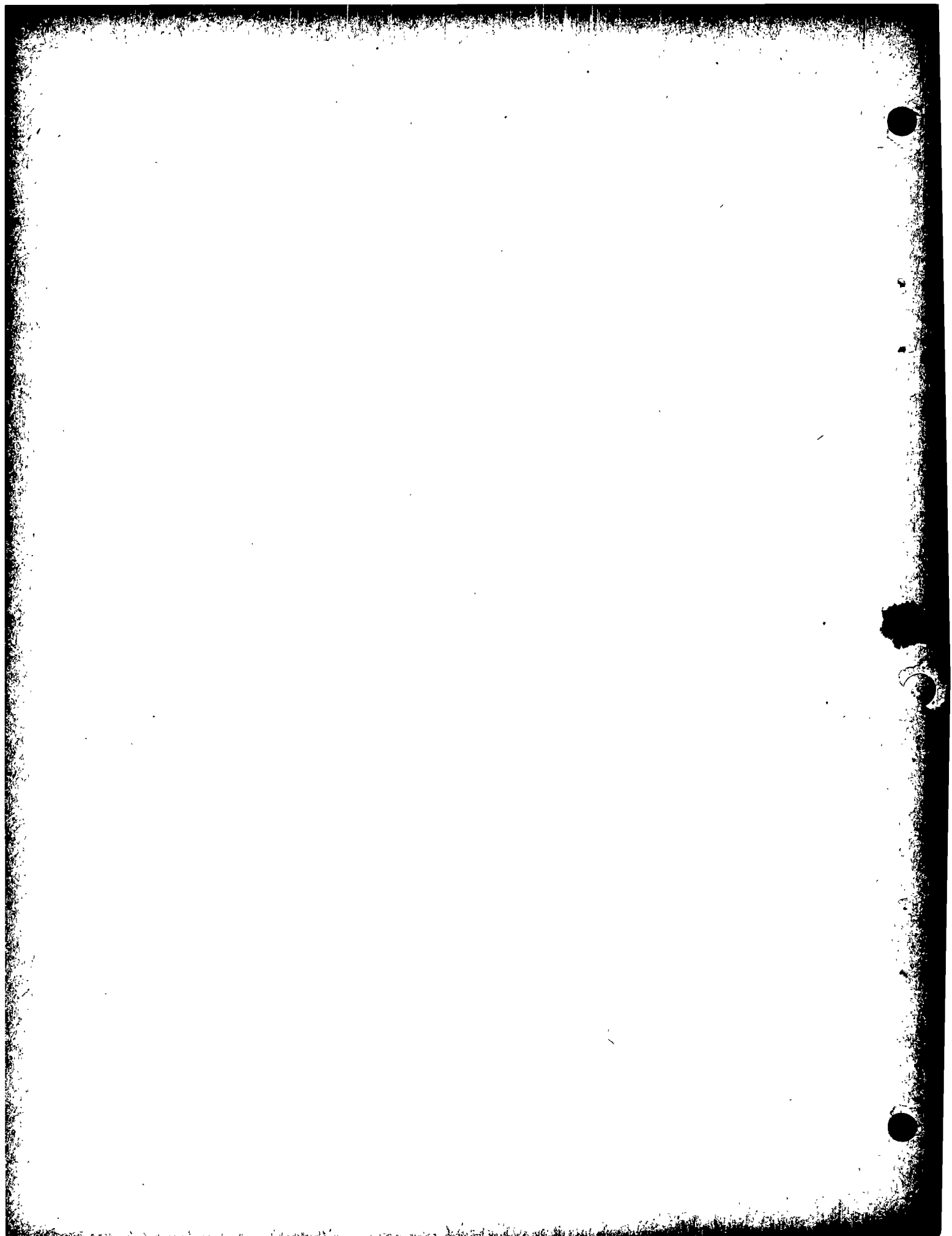
REMARKS

Prior to the establishment of the new regional organization, squads of Housing Management Advisers reported through their squad leaders, Senior Housing Management Adviser, P-5, to a Regional Management Adviser, P-6, in which position was vested responsibility for the management program of the region. With the establishment of an Assistant Regional Director for Project Management P-7, squad leaders reported directly to this position, and the P-6, Regional Management Adviser position was abolished.

Shortly after the new regional organizations were approved, several regions requested the reallocation of the Senior Housing Management Adviser, P-5, positions to P-6, because of the increase of scope of the regional programs, and a subsequent increase in the problems and difficulty of work of these squad leader positions. These requests were administratively approved with the result that, although the standards for this series show squad supervisors in the P-5 grade level, the positions are actually allocated at P-6. The paradox was made necessary by the lack, at the present time, of established standards for the P-6 level and by the not-yet-answered question of how the remaining levels of the series have been affected by the reallocation of the top grade from P-5 to P-6. It is recommended that the regional Classification Sections analyze the series as it now exists with the following problems in mind:

1. Does the establishment of the P-6 level mean that the entire series has been raised one grade? If so, is the performance level now P-5 and is the training and entrance level now P-2?
2. Does the establishment of the P-6 level merely affect the squad leader position meaning that there no longer is a P-5 grade?
3. If the establishment of the P-6 grade adds a new level to the series, what are the relationships between the six levels and what are the new series standards?

Although positions in the regional Housing Management Adviser series have heretofore been in the Professional and Scientific service, since positions in comparable Central Office series (Divisions of Local Authority Management and Direct Management) have been allocated in the Clerical, Administrative, and Fiscal service by the Civil Service Commission, the service of Housing Management Adviser positions in the regional organization is herewith being changed from P to CAF.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: REGIONAL INSURANCE ADVISER

KIND OF WORK

Concerns the application of the FPHA Insurance program in a regional office so that FPHA-aided projects are covered by adequate and proper insurance at the lowest possible cost.

GRADE LEVELS

CAF-11, Regional Insurance Adviser

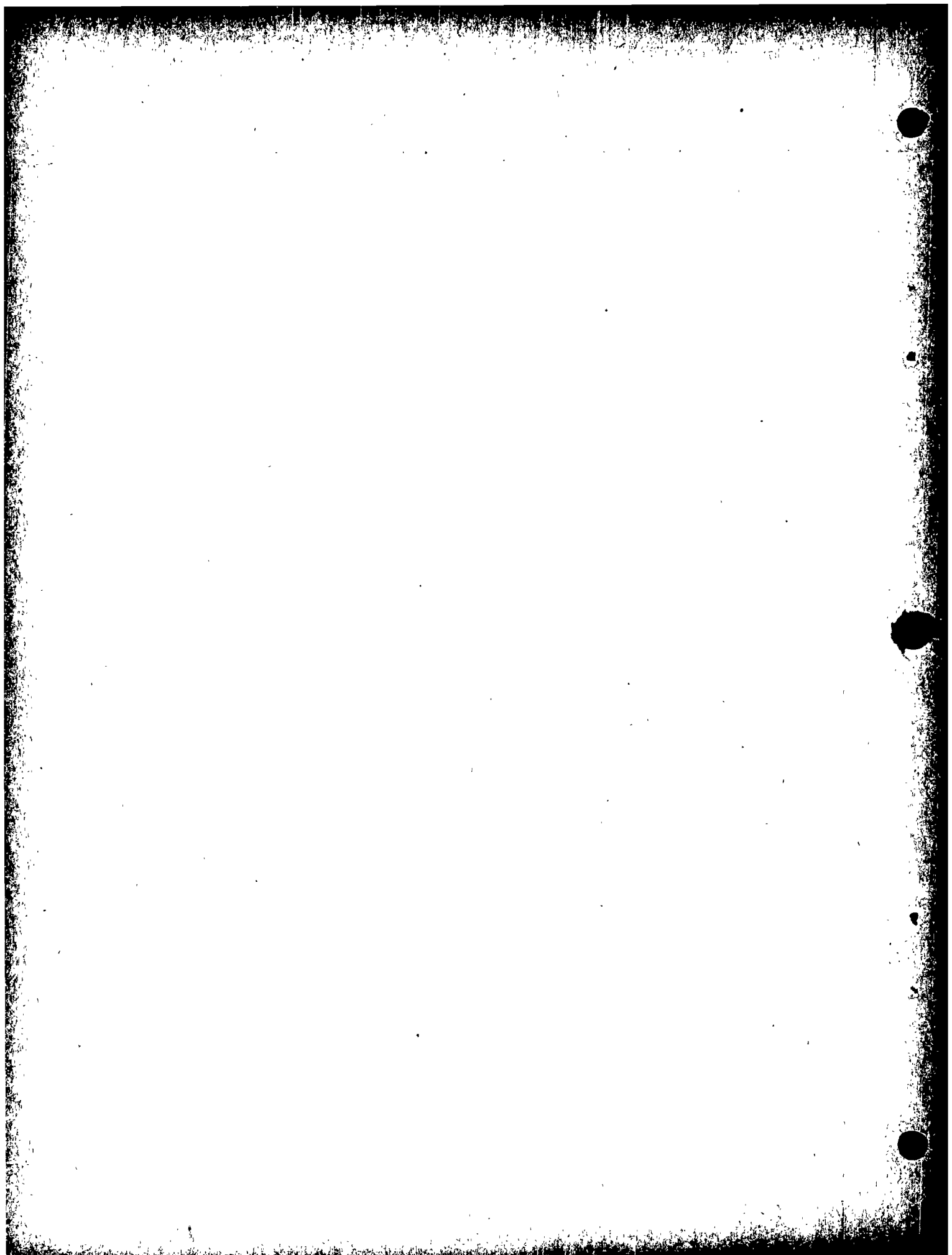
Is responsible for the insurance activities of a regional office; interprets and adapts the policies established in the Central Office to the needs of the region. Examines insurance contracts entered into by Local Housing Authorities, and determines that the proper types and amount of coverage are provided; aids Local Housing Authorities in negotiations with insurance companies; approves insurance for cost-plus-fixed-fee jobs; prepares insurance provisions to be inserted in contracts; and recommends changes in project plans to eliminate hazards, thereby reducing insurance costs.

The incumbent of this position is under the administrative control of the Assistant Director for Administration. Work is reviewed in the Washington Office for conformity to policy. In the performance of his duties the incumbent uses his own judgment and initiative and refers to the Washington Office only when he is unable to solve problems involving deviations from established policy and procedure.

REMARKS

In the Central Office resides the responsibility for formulating the policies and procedures to be followed by the Regions; for evaluating Regional performance for consistency and conformity; and for negotiating troublesome situations in the field and for serving the Regions with basic materials, manuals and other aids. The position responsible for the conduct of these functions is classified at CAF-12.

It should be noted that only one level has been established in this series. No information is available as to the need for positions at lower levels or what duties and responsibilities could be performed at lower levels. This does not imply that should the need manifest itself such positions could not be established.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: LAND APPRAISER

KIND OF WORK

Concerns the appraisal of and negotiation for parcels of land, primarily in urban areas, within sites selected for housing project locations, involving approval, instruction, direction, and review of work of local appraisers; the advising of Local Housing Authorities and other regional officers on land matters including values, as of acquisition, problems of cost, availability and proximity to employment, transportation, utilities, services, schools and churches, the conduct of negotiations and determination of satisfactory purchase prices.

GRADE LEVELS

P-5, Regional Land Adviser

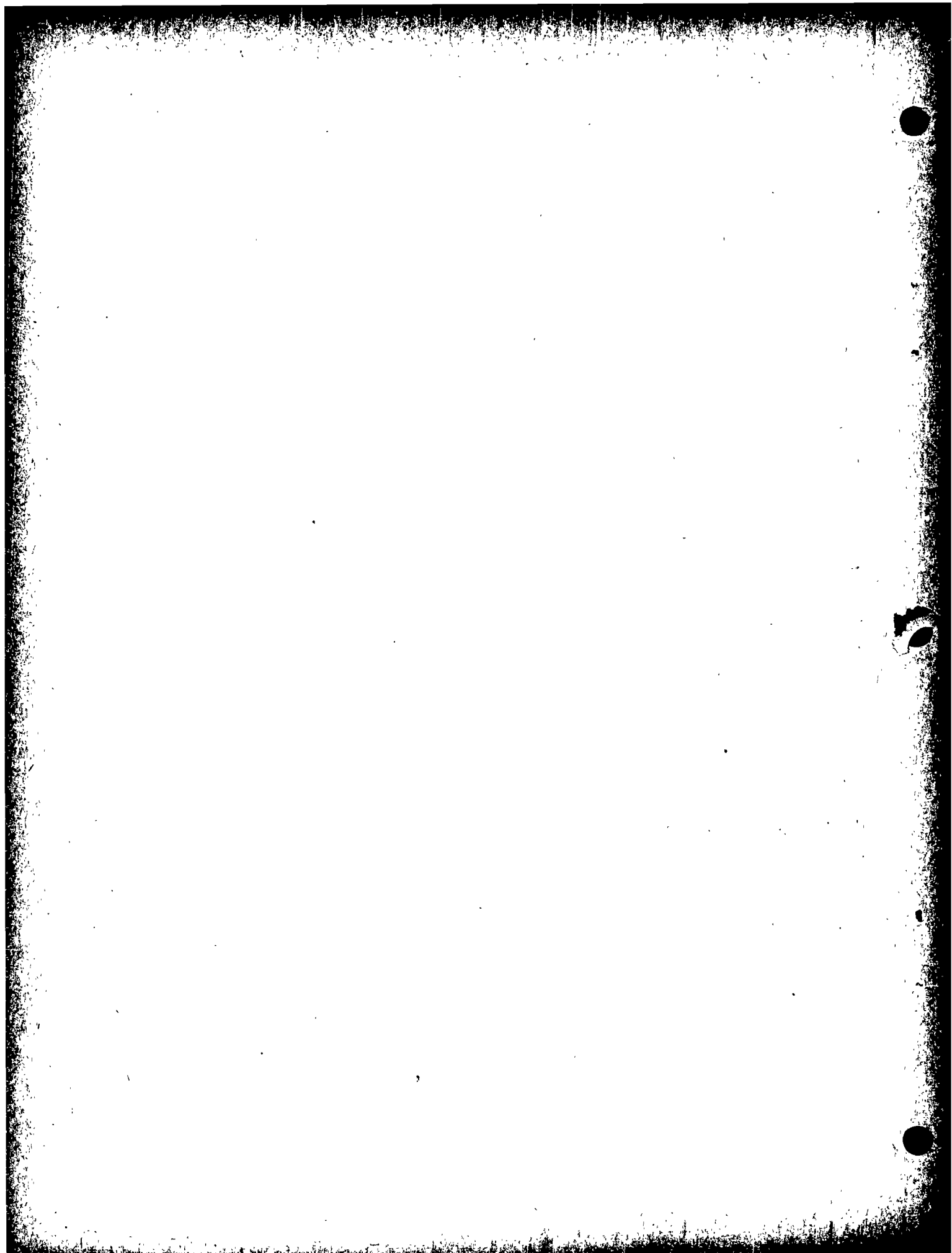
Is responsible for the administrative expedition and clearance of all regional land work, for the interpretation of policies and standards, for the approval of contracts for appraisal services, and for personally performing a substantial amount of field appraising and negotiating. Advises Local Housing Authorities on all land matters; assigns work to the Senior Land Appraisers; reviews reports and recommendations of appraisers to keep aware of progress on all projects for the submission of information to the Regional Director and the Central Office, but not as to technical adequacy. Supervision exercised by the Regional Land Adviser over other appraisers of the P-5 level is entirely administrative.

OR:

Senior Land Appraiser

Has full responsibility for performing land appraisal work, determines value, advises Local Housing Authorities on land matters, approves the selection of and advises and instructs appraisers and negotiators of Local Housing Authorities, reviewing and approving purchase prices, and negotiates for options.

The allocation of full-grade land appraisal and negotiating work at this level is based upon the incumbent's having extensive professional experience in real estate activities and operating with a degree of authority and functional independence equivalent to that of the Regional Land Adviser. No technical review is made of the work of Senior Land Appraisers by the Regional Land Adviser nor does the latter take any responsibility whatsoever for the work of the other appraisers.



P-4, Land Appraiser

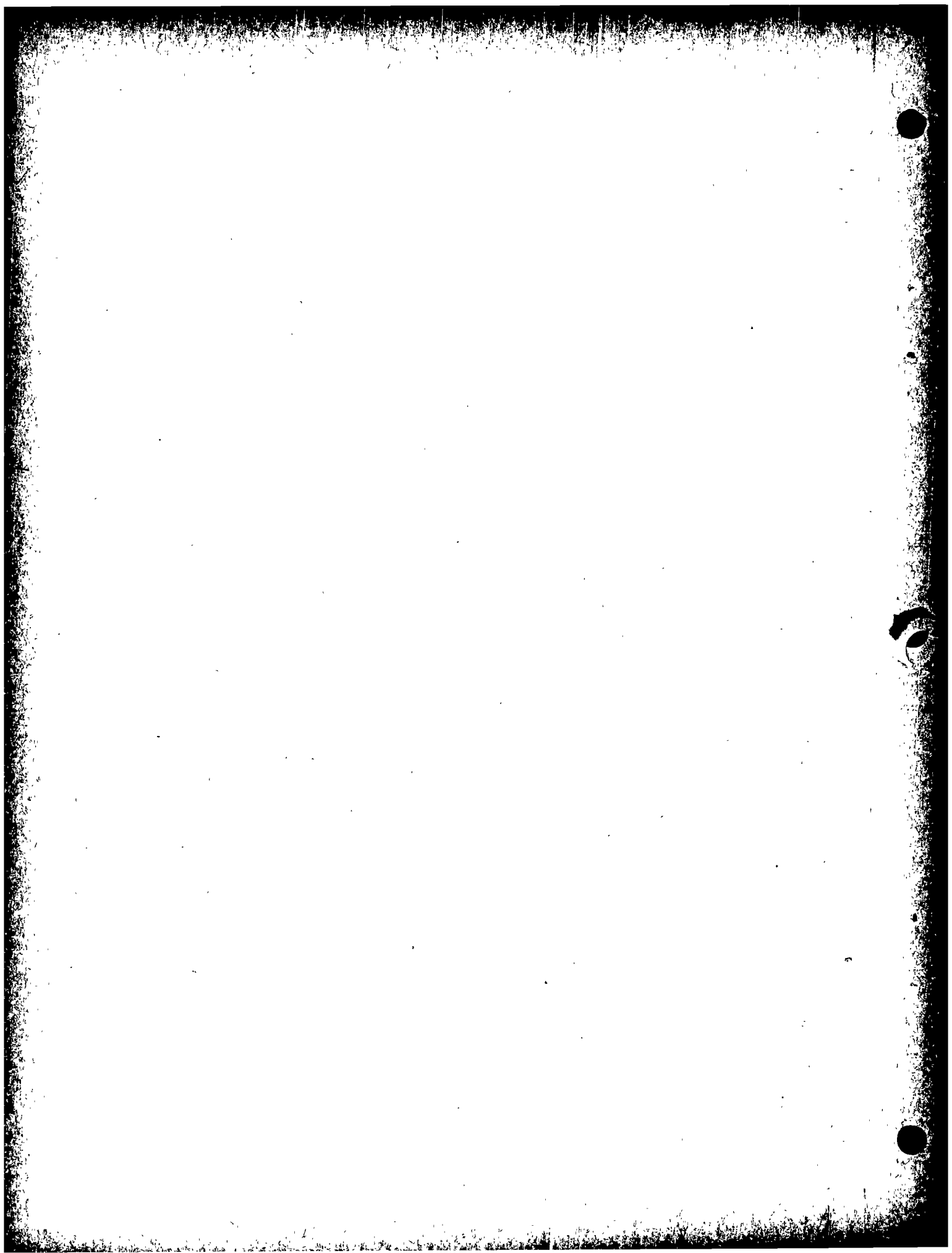
Has independent responsibility for mine-run field appraising and negotiating, directs the work of local appraisers on a production basis, and advises generally on land acquisition programs. Receives assistance and guidance from the Regional Land Adviser in the establishment of relations and in the treatment of difficult problems arising in the course of the work.

Since it is believed that full-grade appraisal and negotiating work can be done only by experts with extensive experience (Senior Land Appraisers, P-5), under normal circumstances there is no promotional line to the P-5 level. P-4 may be considered a training level, therefore, in which may be allocated positions whose incumbents are given limited authority until such time as they are considered sufficiently experienced to perform the full appraisal job.

REMARKS

Prior to the classification survey of 1941, the performance level for Land Appraisers in the Regions was grade P-4, with responsibility for functional review of the work, in addition to administrative supervision, being vested in the position of Regional Land Adviser, P-5. During the survey, by agreement with the Civil Service Commission, independent field work was evaluated at P-5, with the understanding that the functional independence was equivalent to that of the Regional Land Adviser. The latter position remained at the P-5 level since it was believed that the amount of administrative supervision exercised by the Regional Land Adviser was not sufficient to justify the re-allocation of this position to P-6.

Requests have been made by various regions since that time for the reallocation of the Regional Land Adviser position from P-5 to P-6. Although position descriptions and other supporting material which were submitted in connection with these requests have not shown that this position exercises other than administrative review or supervision of other Senior Land Appraisers, it was administratively determined very recently that the reallocation should be approved. The approval of this action has resulted in a classification problem that is not as yet solved. Standards for the Senior Land Appraiser, P-5, position are based upon the complete independence with which incumbents of this position operate in land appraisal and negotiating work. The allocation of the Regional Land Adviser at P-6 can be justified only on the basis of supervision of positions at lower grade and having final authority in approving their recommendations. Since these two factors are in direct conflict, however, the question is raised as to whether the establishment of the P-6 grade does not lower the performance level once more to P-4. Since standards for the new P-6 and P-5 grade levels have not been defined, it is still necessary for standards to be presented here on the old basis. It is suggested that the classification sections of the Regional Offices study the positions in this series so that clarification of this situation can be made and standards for the series can be restated based upon actual operating conditions.



Due to the extensive experience required for incumbent of land appraisal positions according to accepted standards, and due to the degree of independence with which they operate, the P-4 level is considered the equivalent of a training position. P-3 and lower grade positions in this series are not valid since no classification standards exist for such levels in land appraisal work.

In considering the land appraisal standards reference should be made to three clerical positions, which, although of different service and series, are so closely related to the land appraisal position as to warrant mention here.

CAF-7, Junior Administrative Assistant (Land)

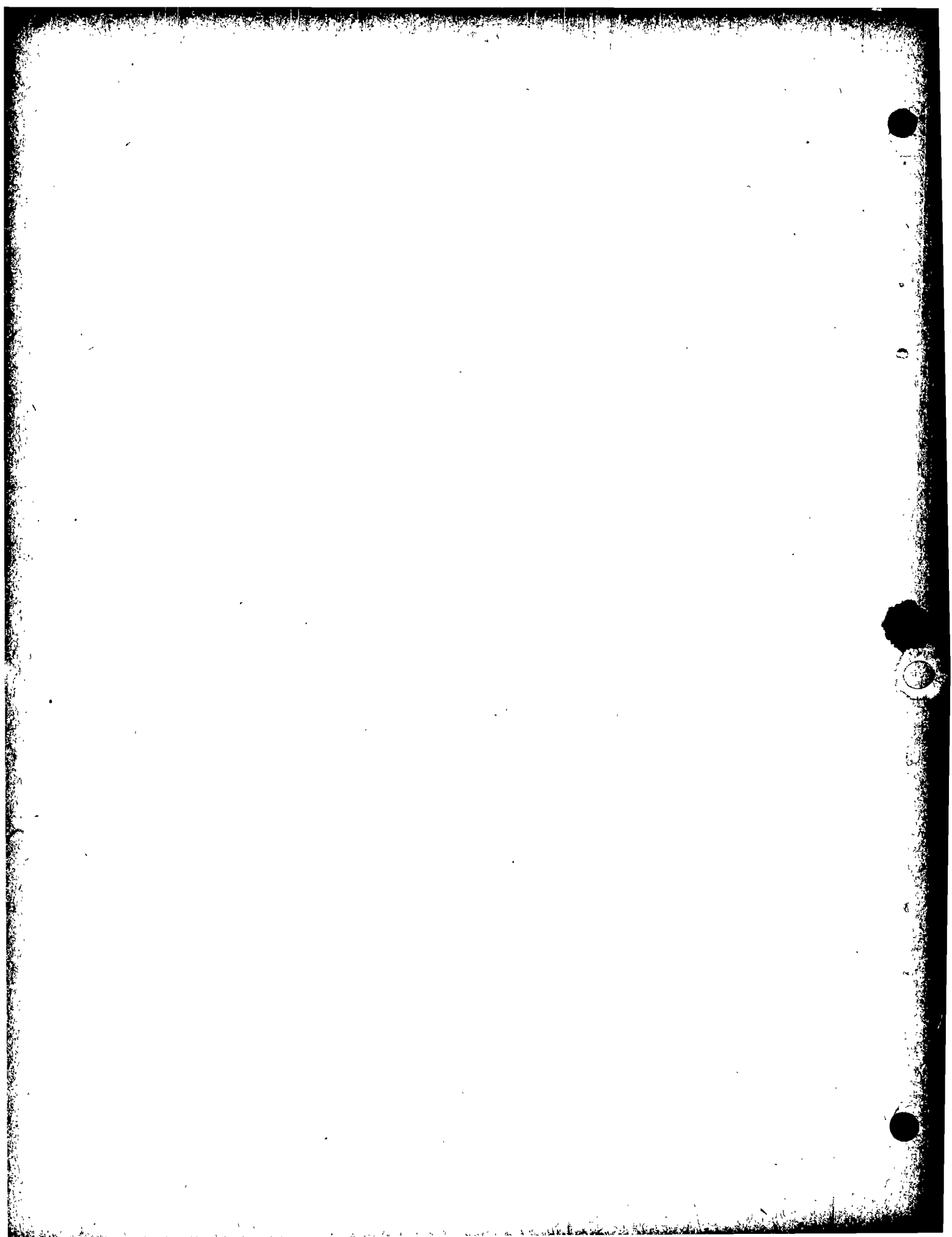
Is responsible for executing in the field all administrative details in connection with the acquisition of lands. This position operates entirely in a field capacity under supervision of a Senior Land Appraiser, performing such "leg work" for him as checking titles in court houses and with titles companies, preparing parcel maps, and handling the general clerical work in connection with the professional duties of the appraiser. Except for the omission of professional duties this position may be considered a substitute for land appraisal positions of lower grades.

CAF-5, Senior Clerk

Maintains in the Regional Office complete records showing the status of land acquisition activities, including the compiling of acquisition data, and checking and verifying appraisal reports. This position has responsibility for processing field material in the office and for relieving the professional land appraisers of all office detail.

CAF-2, Junior Clerk-Stenographer

Performs general clerical and stenographic work in the Regional Office for the Regional Land Adviser. Because of the existence of the Senior Clerk, CAF-5, position which handles the important semi-technical and clerical processing work connected with land appraisal in the Regional Office, the absence of all but minor clerical and stenographic functions in this position limits it to the CAF-2 level. This relationship, however, is not inflexible, and a CAF-3 Assistant Clerk Stenographer position is possible. Nevertheless, the duties of such a position call for careful scrutiny.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: LEASING AND OCCUPANCY ADVISER

KIND OF WORK

Concerns the study and analysis of Leasing and Occupancy problems in a regional office and the rendering of professional advice and assistance to Local Housing Authorities and directly operated projects on tenant selection activities, involving consideration of the eligibility of war workers to be housed, the racial and cultural patterns of the community, the type and amount of housing available with relation to the need; the determination of factors governing eligibility, relocation of tenants, and methods of stimulating, verifying and certifying applications, recommendation of tenant eligibility and turnover; and the recommending of changes in policy to meet local situations.

GRADE LEVELS

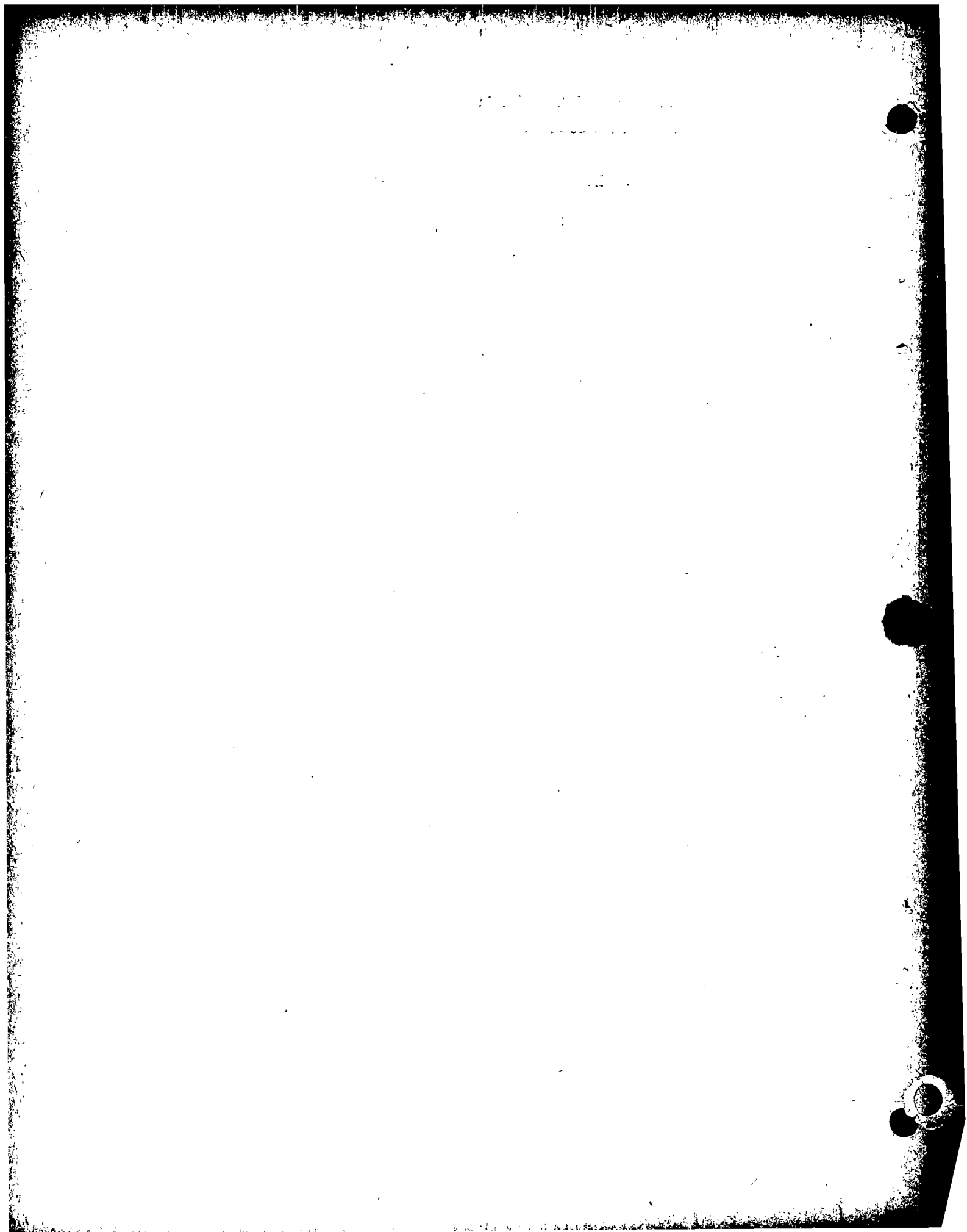
P-4, Leasing and Occupancy Adviser

As Chief of the Leasing and Occupancy Section is responsible for the Leasing and Occupancy activities within the region and for interpreting Central Office policies and procedures and adapting them to the needs of the Region. Formulates and establishes the basic procedures and standards governing the eligibility and conditions of occupancy on Federal Public Housing Authority projects and plans, coordinates and directs the work of the professional and clerical employees of the section. Renders assistance to Local Housing Authorities, Project Managers and Industrial Plant Managers on all aspects of the tenant selection program.

The incumbent of this position is specifically responsible for the disposition of those problem situations which are new and for which procedure has not been established, and which may affect established policy. Where several housing agencies operate within an area, for instance, the Local Housing Authority and directly-operated projects, the incumbent assists them in coordinating and pooling the housing available and in establishing procedures and standards for the selection of tenants. He makes on-the-spot decisions in situations where the acuteness of the housing need requires immediate action.

P-3, Associate Leasing and Occupancy Adviser

This is the journeyman or full performance level and embraces all aspects of the leasing and occupancy function in a regional office. The incumbent spends considerable part of his time in the field, applies policies and procedures, advises Local Housing Authorities and directly-operated projects on problems, makes contacts with industrial plants, sets up procedures for



tenant selection on the projects, and trains the project or Local Housing Authority personnel in tenant selection methods. Evaluates project performance in the field of leasing and occupancy and recommended changes to improve methods in use.

The incumbent is responsible for the technical adequacy of his work, and review is for conformity to policy. This position is distinguished from the P-4 in that the incumbent does not establish basic procedures or policies, nor is he responsible for making decisions on matters affecting policy.

P-2, Assistant Leasing and Occupancy Adviser

This is the transitional position between the entrance and journeyman levels, and assignments are received, with specific instruction as to objectives, methods to be applied, and policies to be maintained. Conducts re-examination of tenant eligibility to determine compliance with prescribed policy; accompanies higher grade members of the staff on field trips, and after they have set up the basic procedures for tenant selection remains on the project to assist the project personnel in the application of the procedures established. At War Housing Centers aids in setting up standard forms, rating and verifying applications received from in-migrant workers. Also acts as senior office assistant and reviews and analyzes reports, assembles reference material and conduct correspondence.

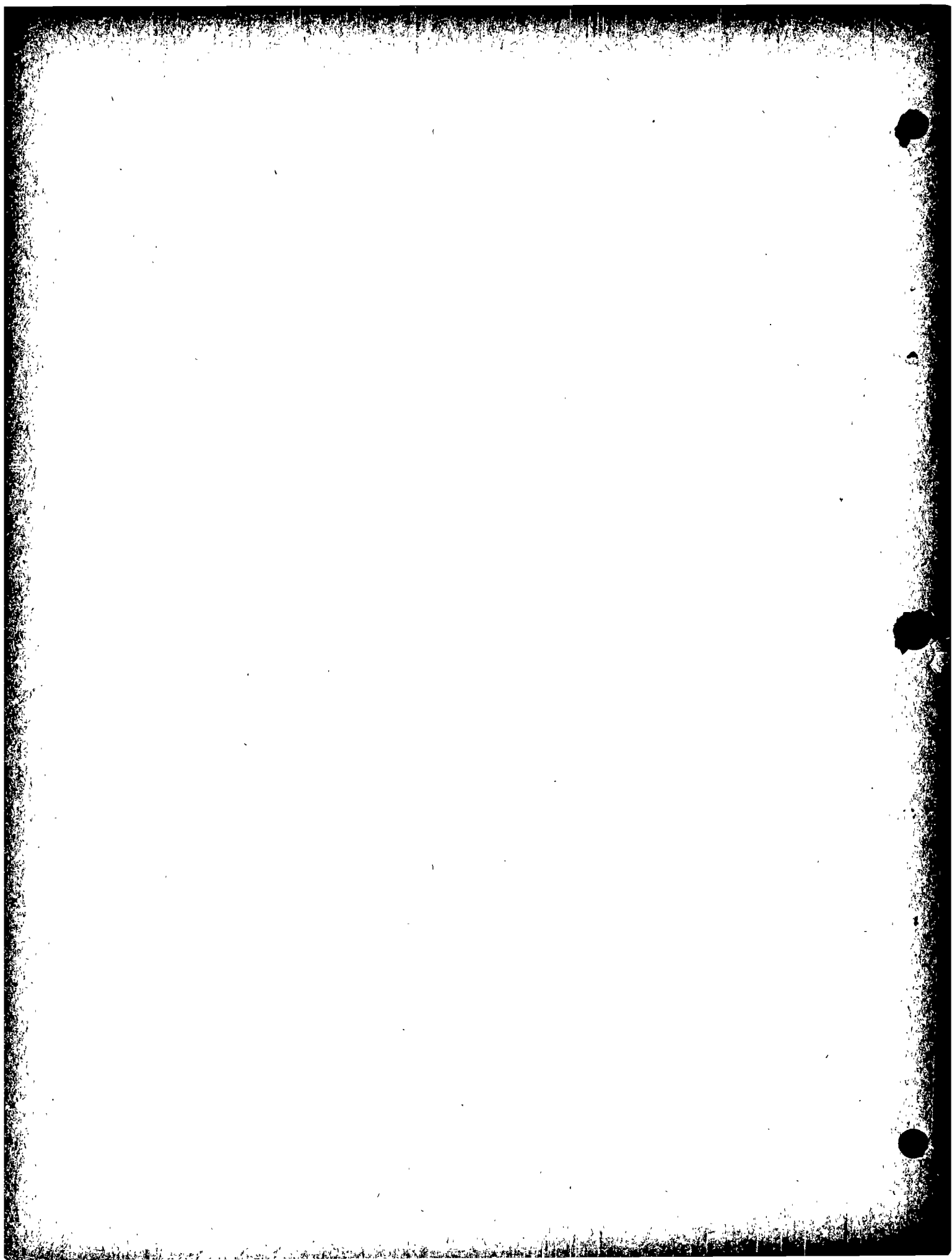
Work is performed within well described limits and is subject to close review for technical adequacy and policy conformity. At this level the incumbent spends only a minor portion of his time in the field.

P-1, Junior Leasing & Occupancy Adviser

This is a technical trainee job, in which the incumbent acts as a junior office assistant, checks reports of a routine nature, assembles material, maintains records, and performs other office work of such a nature as to provide technical development through the use and application of leasing and occupancy terminology and concepts, techniques and standards, with gradually increasing responsibility to the next higher level in the series.

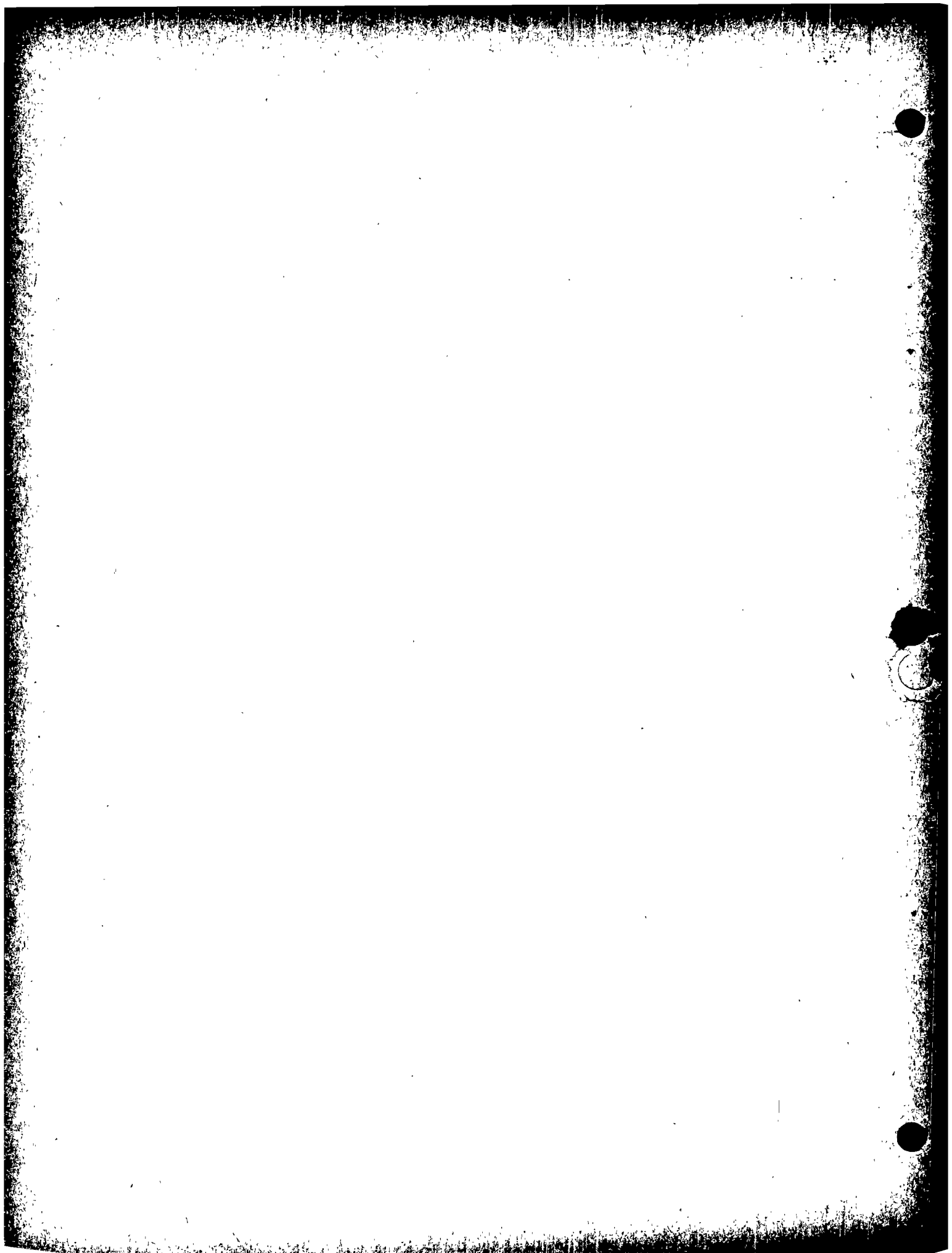
REMARKS

In the Central Office resides the responsibility for formulating the policies and procedures to be followed by the Regions; for evaluating Regional performance in terms of consistency and conformity; for investigating troublesome situations in the field; and for serving the Regions with basic materials, manuals and other aids. The position responsible for the conduct of these functions is classified at P-6.



It should be noted that under the USHA slum-clearance program the leasing and occupancy function was performed by the Associate Housing Sociologist P-3, who also performed project services functions. The new War Housing Program has affected the leasing and occupancy function to the extent that full-time performance in this field is required. Furthermore the greater need for housing has caused problems to arise which must be solved promptly. On the basis of the greater decision required therefor, the position has been established at a grade P-4.

It should be noted that the Central Office through its field representative participates directly in the adjustment and solution of the more difficult and delicate problems. It is believed therefore, that the leasing and occupancy position on the basis of the more direct supervision and aid rendered by the Central Office and the fact, also, that the function is not as varied, and complex as for example, the project services functions, warrants allocation at no higher than Grade P-4.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

MAIL CLERK
SERIES: MESSENGER
CHAUFFEUR

KIND OF WORK

Concerns the administration of the mail procedures in receiving, carding, briefing, controlling and distributing incoming mail; the processing and distributing inter-office communications; the receiving, separating, enveloping and dispatching outgoing mail; the rendering regular and special messenger service to the various offices; and the arranging transportation for regional office employees in official automobiles.

GRADE LEVELS

CAF-4, Mail Clerk

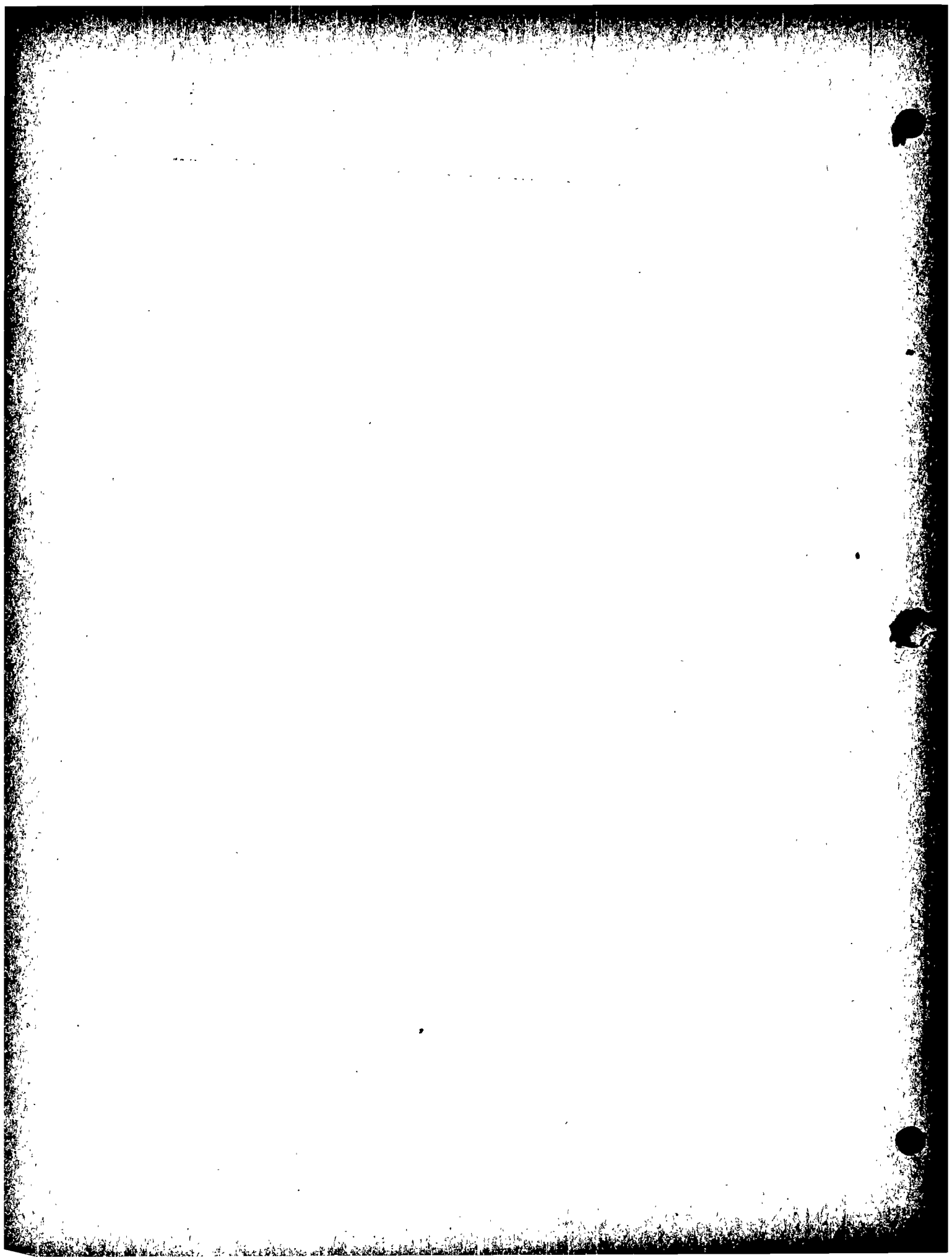
Responsible for the proper operation of the central mail unit, including the messenger service and the supervision of the clerical and messenger staff consisting of approximately 15 employees in grades CAF-3 and lower engaged in examining, recording, routing and dispatching incoming and outgoing mail and rerouting inter-office memoranda and other documents; advises persons throughout the regional office on mail procedures; formulates and recommends new mail procedures and changes in working methods to insure a more efficient operation of the mail and messenger functions; trains and instructs new employees in their duties and the functions of the unit; advises on and resolves the most difficult problems arising in the mail and messenger service.

The allocation factors are the responsibilities for the supervision of approximately 15 subordinate employees and the knowledge of mail procedures and the functions of the various divisions and sections of the regional office, as well as, the operating functions of individuals located in these divisions and sections.

CAF-3, Assistant Mail Clerk

The incumbent of this position is required to have a thorough knowledge of mail procedures and general knowledge of functions and jurisdictions of all units and many individuals in the regional office. Responsible, as a full-time assistant to act in the absence of the Chief; receives, reads and routes the more complex incoming mail; acts as advisor to subordinate employees on mail procedures and resolves difficult problems encountered in the briefing, routing and dispatching of incoming and outgoing mail; responsible for maintaining the follow-up system on unanswered mail.

The pertinent allocation factors of this position are the knowledge of the operating functions of all the divisions and sections and the work functions of many individuals of the regional offices; also for functioning as the



full-time assistant unit chief, as well as being advisor to the employees in lower-grade positions. This position may not be duplicated.

CAF-2, Junior Mail Clerk

This is the performance level which requires knowledge of the functions of the various divisions and sections in the regional office; reads and routes undesignated incoming mail; examines outgoing mail for dates, proper signatures, indorsements, number of copies, enclosures, arrangement of correspondence, and detaches file copies; routes incoming mail in accordance with the routing system to the proper offices through the messenger services; reroutes correspondence and inter-office memoranda to the various offices; maintains records of daily mail counts of incoming and outgoing mail, and prepares periodic reports on this information.

CAF-2, Junior Clerk-Typist (Mail)

Types brief digests of incoming correspondence on cards; keeps records of all receipts of special mail, registered mail, and air mail. Types receipt forms to be attached to all incoming checks, bids and similar material to be signed and returned by the receiving office.

Pertinent allocating factor of this position is the digest of the contents of incoming mail, involving the ability to understand the contents and to select the pertinent information.

CAF-1, Under Mail Clerk

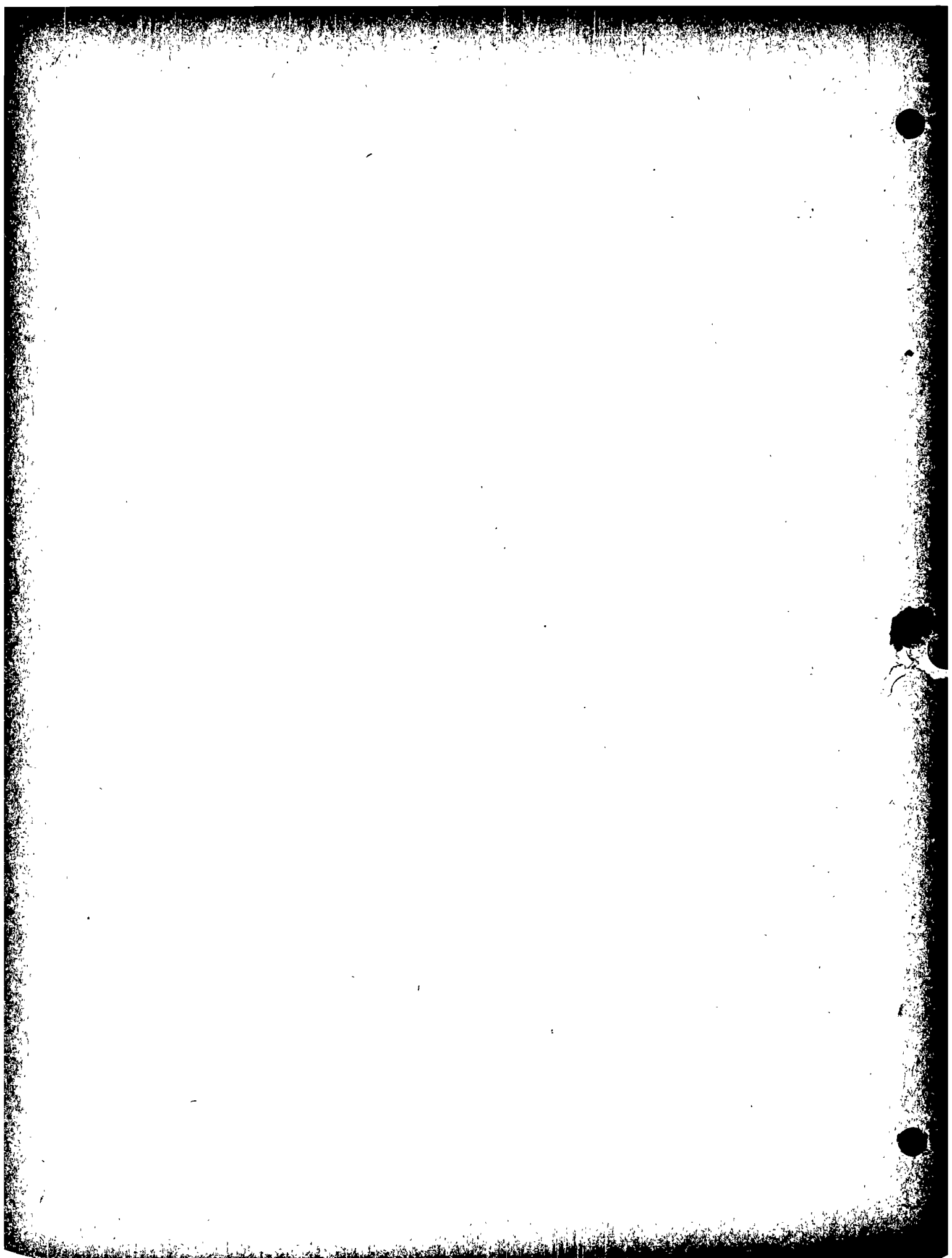
Receives, opens, time stamps, and checks incoming mail; examines outgoing mail for dates, proper signature and presence of enclosures; folds and seals outgoing mail; wraps securely, ties, weighs and attaches proper amount of air mail or special delivery stamps on packages and bulk material; keeps records of weight and amount of postage; makes out receipts for registered and insured mail; makes daily mail count of the number of pieces of mail received in the mail unit.

CPC-3, Senior Messenger

Delivers incoming mail and picks up outgoing mail from various offices to be returned to mail room for dispatching; assists on occasions in opening, sorting, time stamping, recording, and routing mail and telegrams; makes special trips to offices outside the regional office when required.

CPC-2, Messenger

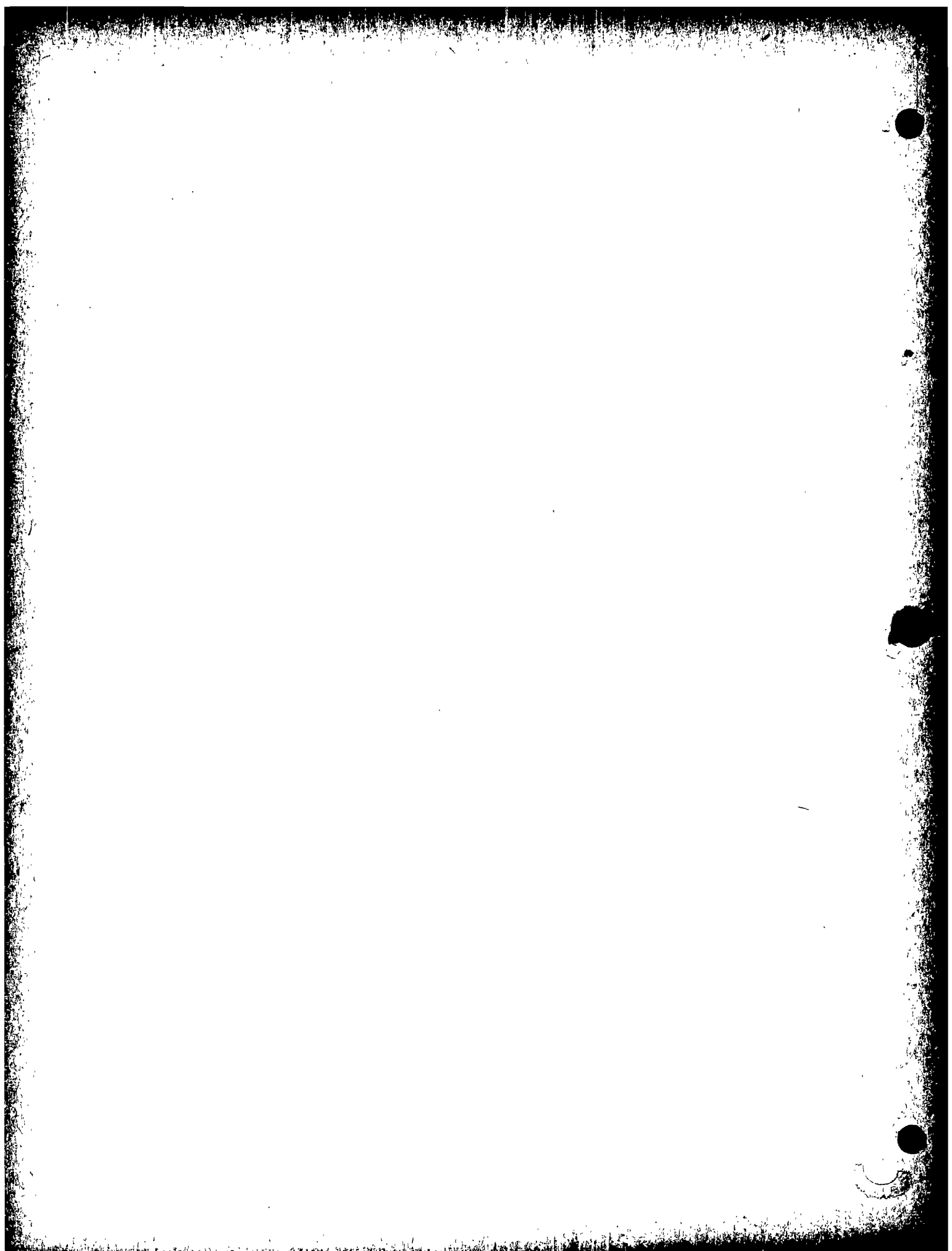
Collects and delivers correspondence, memoranda and other material within the regional offices; picks up and delivers mail at the Post Office. Delivers and picks up special messages and parcels from other offices outside the regional office.



The difference between messenger positions in grade CPC-3 and those in grade CPC-2 is that the former is required to perform clerical duties a substantial portion of the time in addition to the normal messenger functions.

CPC-3, Chauffeur

Drives official passenger automobile or light delivery truck or motorcycle. Drives passenger automobile in the transportation of various regional office officials to and from appointments or to deliver special letters and packages to various destinations in the city; checks mechanical condition of the motor vehicle and makes sure it is in proper condition for operation; makes minor mechanical repairs.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: HOUSING MANAGEMENT TRAINING ADVISER

KIND OF WORK

Concerns the development of in-service and pre-employment training programs in a Regional Office; the stimulation and advising of project managers regarding management training programs and problems; and the improvement of skills and attitudes of all types of housing management employees, including managers, assistant managers, custodial employees, maintenance help, bookkeepers, community relations aides and all other classifications of management employees.

GRADE LEVELS

CAF-11, Housing Management Training Adviser

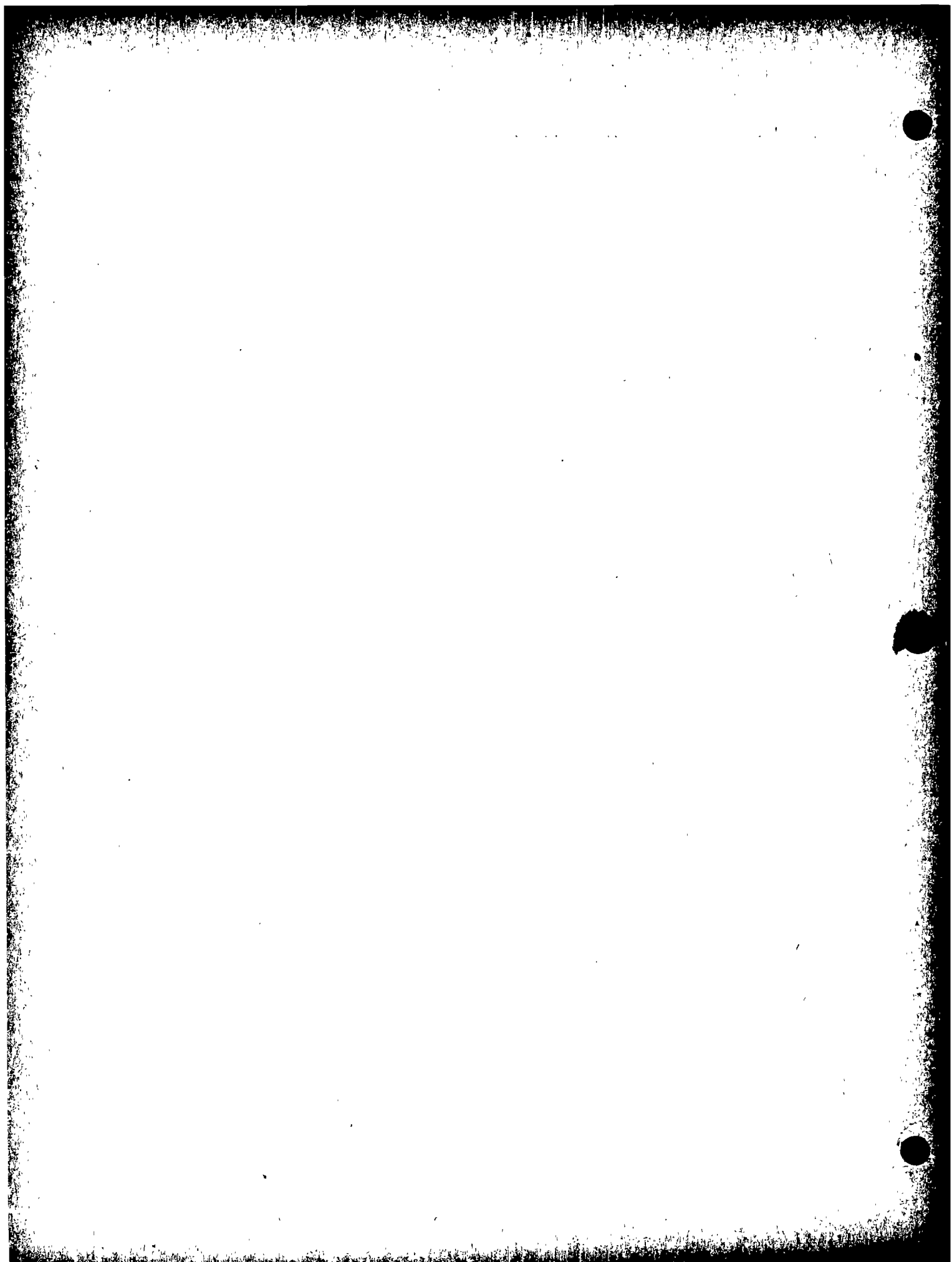
In charge of and responsible for advice on all Housing Management Training activities, including in-service training programs, on-the-job training, apprenticeship, seminars, round table discussions and refresher courses within a region (Regional Office, directly-operated projects, Local Housing Authorities) interpreting Central Office policies and adapting them to the needs of the region. Formulates and establishes regional management training procedures within the framework of broad programs; directs and coordinates the work of the professional and clerical employees in the Housing Management Training Section.

The incumbent is a specialist in Housing Management Training with a knowledge of the field of housing management, the techniques of training, and ability to develop procedures for effectively carrying out successful training programs, both formal and informal.

CAF -9, Associate Housing Management Adviser

This is the journeyman and full performance level. The responsibility vested in this position is for developing specific training programs for specific needs, making use of the most modern and effective training techniques and aids; conducts in-service training programs, including on-the-job training, seminars, round-table discussions and refresher courses. Visits and counsels local housing authorities on the development and conduct of their training programs involving a study of such factors as labor relations, racial relations tenant selection, project services, commercial facilities, taxation, maintenance and recreational facilities for improving the skills and attitudes of present employees; prepares materials for training new employees. Work is reviewed for conformance with policy and spot-checked for technical adequacy.

The incumbent will spend a considerable portion of his time in the field, either in evaluating the effectiveness of the training program or in determining the need for specific training programs, and for rendering advice to local housing authorities and managers of directly-operated projects with regard to their training programs.



CAF-7, Assistant Housing Management Training Adviser

This is a transitional position between the entrance and full performance levels. Field work and agency contacts are performed at this level only to a relatively minor degree, and for the purpose of observation and analysis of the training programs. The major portion of the incumbent's time is spent in the regional office, editing and organizing training material, obtaining and analyzing material in connection with problems referred by higher-grade employees. He conducts considerable research and investigations for training material, writes instruction manuals from material furnished or sources indicated by higher grade employees, and assists in the presentation or conduct of assigned phases of training programs, especially in the development of visual aids such as movies, graphs, charts, posters, etc.

CAF-5, Junior Housing Management Training Adviser

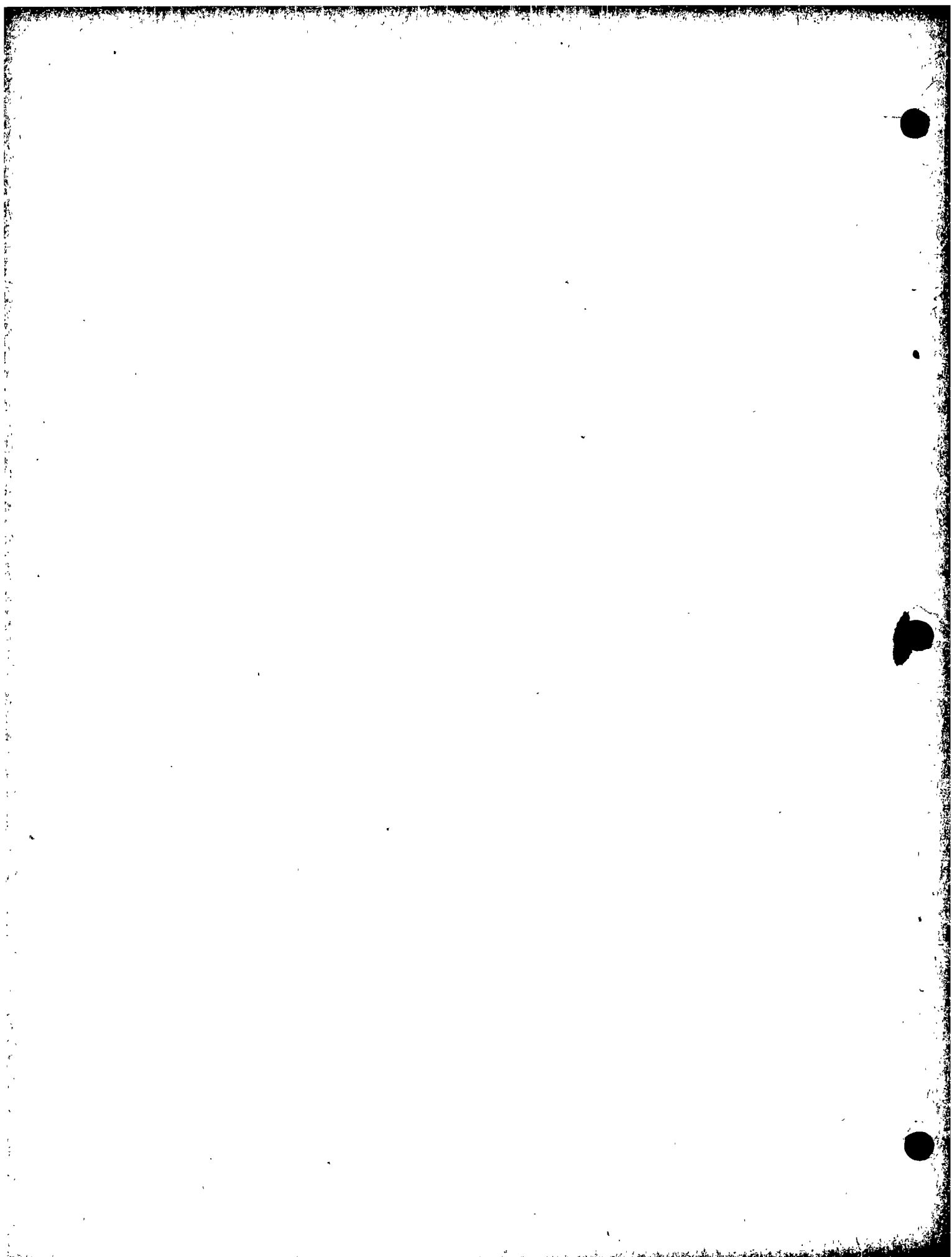
This is the entrance level position involving such technical responsibilities as collecting basic data necessary for the efficient carrying out of training programs, setting-up and maintaining records on data necessary for the determination of training needs, collecting and maintaining materials on training techniques and procedures. Incumbent is also responsible for setting up the technical material files to service the professional staff. The handling of the more general correspondence will also occupy part of the incumbent's time. Should any training of clerical staff be necessary, the incumbent may assume these duties.

Performance of the duties of this position require a background of training and a good knowledge of training methods and techniques. Housing experience is not essential but preferred.

REMARKS

The Civil Service Commission has allocated the Housing Management Training positions in the CAF Service because of the variety of subject matter involved. Therefore, the professional grades previously established for the regional offices are now modified to reflect the change made by the Commission.

In the Central Office resides the responsibility for formulating the policies and procedures to be followed by the Regions; for evaluating regional performance in terms of consistency and conformity; for serving the Regions with basic materials, manuals, and other aids. The position responsible for the conduct of these functions is classified at Grade CAF-12.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: OPERATING STATISTICS ANALYST

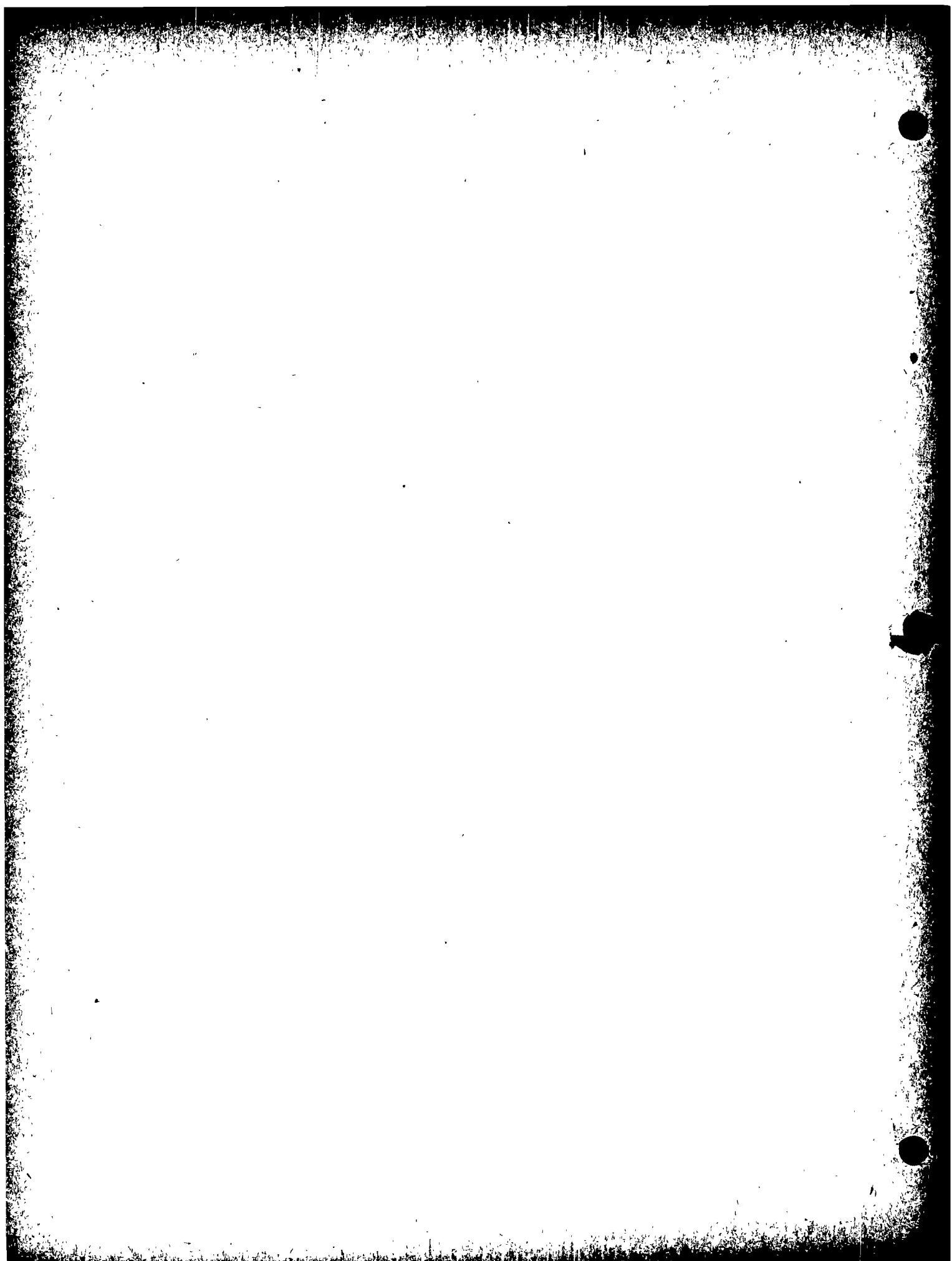
KIND OF WORK

Concerns the application of professional statistical methods in a regional office to the measurement of progress and accomplishments of project development and management operations; the analysis and interpretation of progress, cost, tenancy and other operating statistics from an administrative point of view for the managerial use of regional operating officials, calling attention to special operating problems requiring administrative action; the organization and maintenance of the system of recording and reporting of operating statistics on all phases of the regional program needed to provide the regional office and the Central Office with periodic and special statistical reports; the analysis of special administrative problems presented by regional operating officials to determine the extent to which statistical analyses of progress, cost, tenancy and other statistical data will assist in meeting such problems, determining the sources and types of data required, the essential classifications, the methods of collection, and making reports on findings; the determination, by analysis of the regional housing program, of the types of statistical data not provided for by the national reporting system and required currently for purposes of administrative planning, direction, and control by project and housing managers, and by regional office operating officials.

GRADE LEVELSP-5, Sr. Operating-Statistics Analyst (Regional Statistician)

As the Chief of the Statistics Section in a regional office is responsible with in the policies, standards and procedures established by the Central Office, for providing current and significant statistical data to be used for managerial purposes by the regional operating officials. Furnishes periodic and special statistical and interpretive reports to the Central or Regional Office on progress, cost, tenancy and other operating data. Installs, maintains, and and devises systems for compiling recording, reporting statistical data; analyzes special administrative problems presented by regional operating officials to determine the extent to which statistical analysis of progress, cost, tenancy and other data will assist in meeting such problems. Develops methods of collecting data and supervises the making of analyses and preparation of reports. Formulates regional policies, standards, and procedures as needed to supplement those issued by the Central Office to govern statistical recording and reporting operations in the region.

The duties of this position require considerable experience in the planning, collection and analysis of primary data involving the use of professional statistical techniques and methods and the ability to prepare comprehensive interpretative reports on all phases of the FPHA program.



P-4, Operating-Statistics Analyst

Receives the most difficult assignments with only the broadest and most general instructions; responsible for planning the approach, method to be used, sources to consult, form of presentation and interpretation of data. A dominant aspect of the position is considerable field work at sites of construction or operation, examining reporting systems, suggesting adaptations therein, or installing on the basis of observation and analysis, new systems; advises and confers with Local Housing Authorities for improving reporting systems. Determines and recommends needs for studies and collaborates with the Chief of the Section in planning the details of such studies.

In the absence of the Chief serves in his place with full responsibility for the work of the section. This is an advisory and supervisory position including also the most difficult and responsible statistical analysis assignments.

P-3, Associate Operating-Statistics Analyst

This is the journeyman or full performance level. Field duties do not normally include responsibility for installation or adaptation of reporting and statistical record systems, but should include responsibility for observing systems in operation and for advising Project Managers and Local Housing Authorities on proper methods of maintaining the system; should also supervise collection of data in the field and otherwise assist Project Managers in making tenancy surveys and other statistical studies involving thorough knowledge of sampling techniques, survey methods, and ability to compile, analyze, and report on large masses of raw primary data. Responsibility in the Regional Central Office will be for making statistical analyses and interpretive reports with considerable responsibility for sources, method analysis and interpretation.

At this level the staff can be expanded to meet the work-load. Review of work performed should usually be for policy conformity with only an incidental check for technical adequacy.

P-2, Assistant Operating-Statistics Analyst.

At this level there will be little field work except on assignment with a higher-grade Statistical Analyst. Responsibility of the incumbent while in the Regional Central Office will be for making analyses and preparing reports on assigned phases of large studies requiring analysis, evaluation and testing of the validity of data, also planning and developing the work for himself.

In the main, the chief difference between the P-2 and the P-3 levels lies in the scope and nature of assignments. The P-3 is responsible for all aspects of a major study; the P-2 for selected phases of that study.

P-1, Junior Operating-Statistics Analyst

This is the trainee level. Assignments are made specifically, sources are indicated and responsibility is for preliminary analysis of statistical data. On assignment, works out details for periodic and special analyses of statistical data, also plans tables, graphs, and other statistical devices, supervises the detailed activities of Statistical Clerks, supervises review of statistical reports received from Local Housing Authorities, project and housing managers as to completeness, accuracy and statistical consistency, requiring a knowledge of statistical theory.

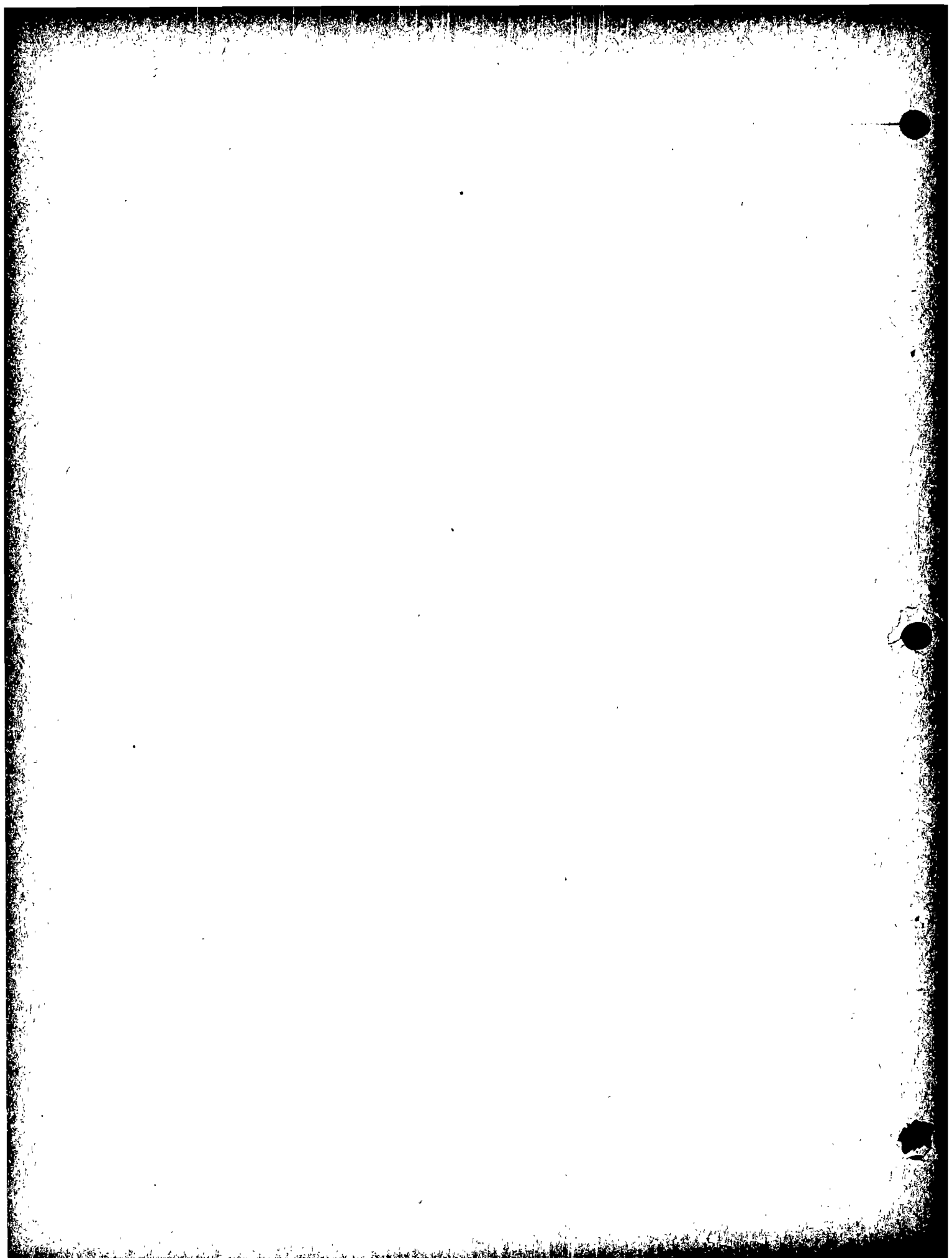
Professional training is essential for the performance of the duties required in this position. Assignments on the whole are rather specific and accompanied by complete directions. It is expected that the incumbent will receive assignments of increasing technicality and difficulty so as to prepare him for advancement to a higher grade in the series.

REMARKS

The levels described above do not represent staffing schedule. It is not considered likely that all regional offices will require positions at all the levels described. The P-5 should be established only in those regions operating a strong statistical program for the provision of significant data to operating officials for managerial purposes.

The P-4 in addition to a P-5, only where the scope of the program and the work load make the position necessary.

It should be noted that a considerable portion of the Regional Statisticians' activity is concerned with supplying information required by the Central Office in accordance with instructions and prescribed procedures.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: PAYROLL, LEAVE AND BOND DEDUCTION

KIND OF WORK

Concerns the preparation of regular and supplemental payroll vouchers, involving the making of adjustments for overdrawn leave, the payrolling of new employees, the determination of correct appropriation citations and schedule numbers; the audit of annual, sick and leave without pay records for previous years, and the preparation of new records showing leave carried over; the compilation of leave due persons terminated, resigned, and furloughed; the preparation of leave reports for employees located in the Regional Office and on war housing projects as requested by the Regional Director and Project Managers; the maintenance of voluntary payroll deduction records for the War Savings Plan and records of all issued war-bonds; and the preparation of necessary correspondence, forms and reports.

GRADE LEVELS

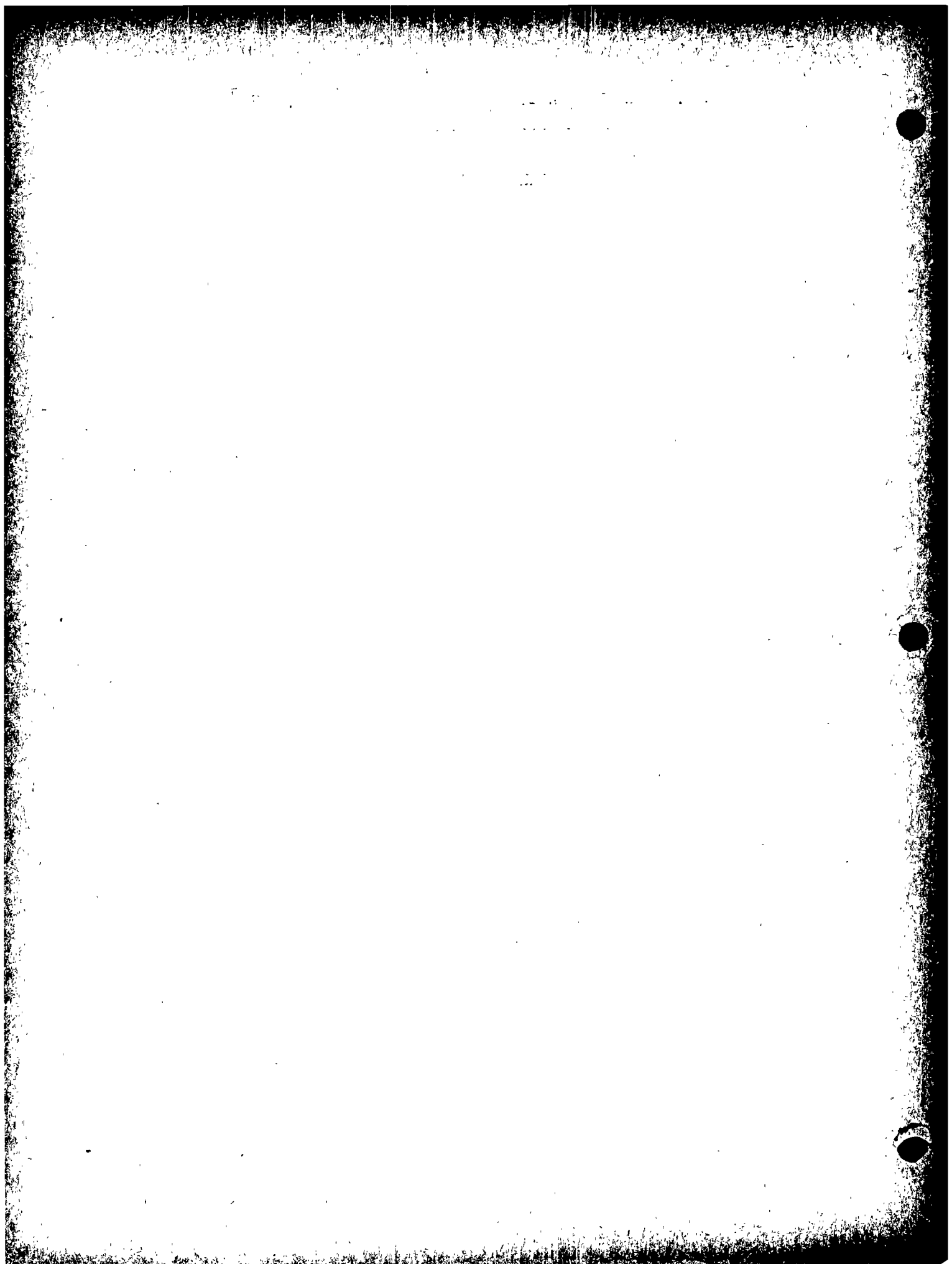
PAYROLL

CAF-4, Clerk

Responsible for the supervision of at least three employees in grades CAF-3 and CAF-2 engaged in the preparation and arrangement of various groups of payrolls: assigns work to the payroll clerks, including the figuring of payroll totals for payrolls prepared by appropriation and/or sub-allotments; reviews work of payroll clerks for conformity to payroll procedures and methods; supervises the preparation of periodic reports; investigates all payroll exceptions and suspensions; supervises the preparation of schedules of cancelled checks, collections, and voucher deductions; advises both operating personnel and payroll clerks of lower grades on the more technical problems arising in the Payroll Unit and explains procedures and work methods.

CAF-3, Assistant Clerk-Typist (Payroll)

This is the performance level. Prepares payrolls involving the making of adjustments and determines correct appropriation citation and schedule numbers; prepares and keeps current, by posting to the payroll earning cards, for each employee, from personnel orders, leave and bond deduction statements; prepares and types on the payrolls concise explanations for the reference of the Treasury Department and General Accounting Office on adjustments to the payrolls; prepares supplemental payrolls and schedules, for the Treasury Department, of the disbursements, collections, refunds and vouchers; prepares monthly report on form 3257B for the Civil Service Commission that reflects the number of permanent, temporary, war service and part time employees in the Regional Office or at the war housing projects.



The incumbent of this position is required to have full knowledge of payroll procedures, rules and regulations.

CAF-2 - Jr. Clerk-Typist (Payroll)

Receives repetitive assignments of work to be performed in accordance with prescribed procedures. Types mail forms for the purpose of mailing salary checks; types supplemental payrolls, back sheets and Treasury schedules; types reports from rough drafts; prepares and maintains lists of employees salary checks going to various banks; records changes of addresses to insure correctness of mailing list; maintains a complete filing system of general correspondence, reports, copies of payrolls and personnel orders.

LEAVE

CAF-3, Assistant Leave Clerk

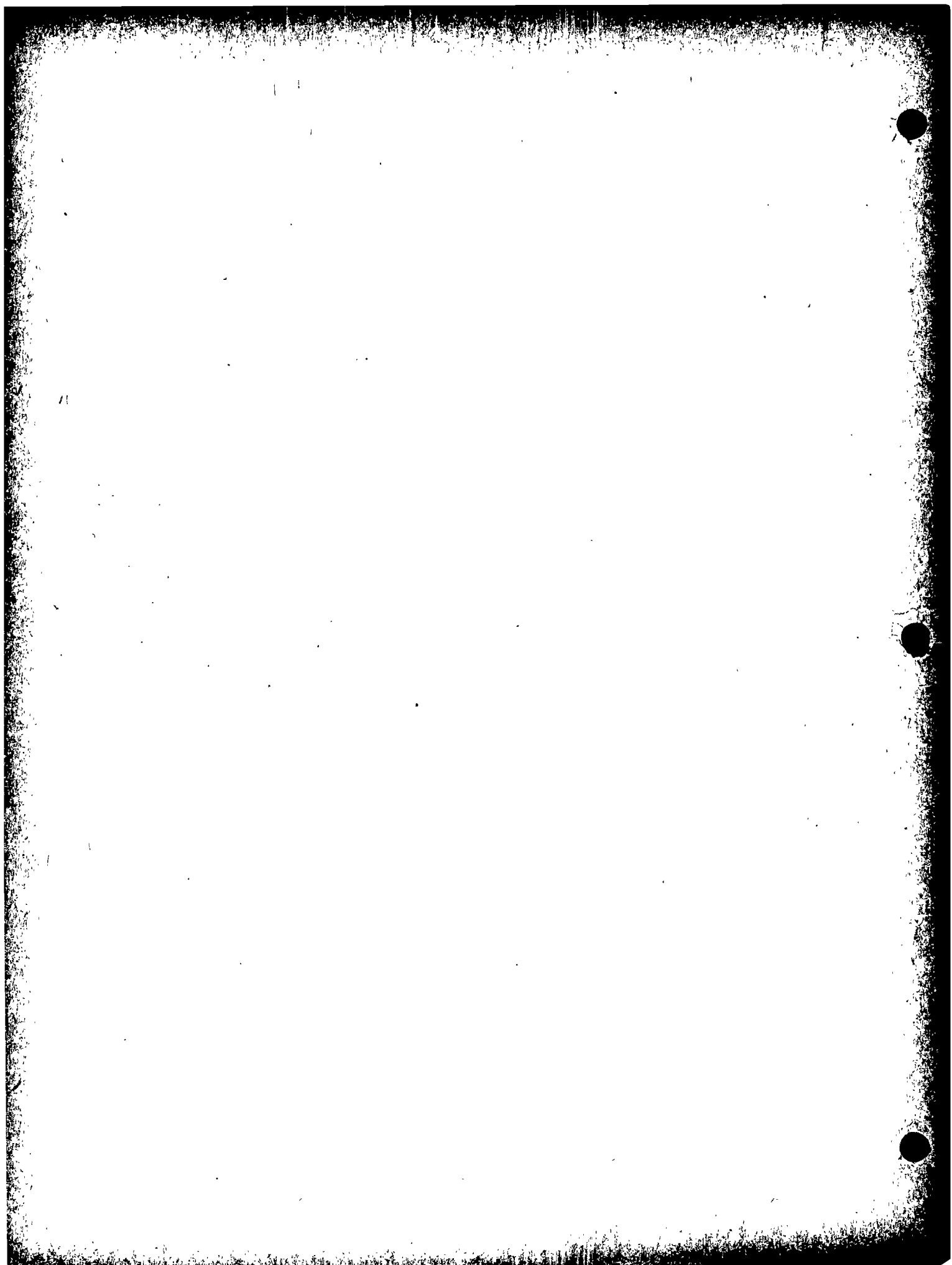
Responsible for auditing and maintaining of all Regional Office leave records, requiring a thorough knowledge of all leave regulations. Audits annual, sick, and leave without-pay records and prepares new leave record cards; notifies payroll clerks of any changes affecting current payrolls; computes leave for persons terminated, resigned and furloughed; prepares leave reports of employees at the request of the Division or Section Heads or the Housing Project Managers; prepares statements of accrued leave for employees being transferred to other Government Agencies. Responsible for answering all inquiries either by correspondence or in person on leave problems, involving full application of the many technicalities of the leave computing system, and gives instructions and interprets leave regulations and procedures.

The pertinent allocating factors of this position are the knowledge and application of all leave regulations and laws. Supervision of a small staff of Grade CAF-2 positions is expected at this level but is not essential to maintain the grade.

CAF-2, Jr. Clerk-Typist

Posts leave to permanent card records from approved leave slips; files leave cards; contacts various divisions and sections and obtains information as to leave taken by employees; keeps leave records current from personnel orders; computes, manually, the leave of employees in the Regional Office and on the housing projects and determines the extent to which accrued leave will carry a separated employee on the payroll. Prepares and types forms reporting leave information affecting current payrolls; enters on leave record cards advance sick, annual, leave without pay and military leave.

For a position at this level the knowledge and application of leave regulations and laws is not required.



BOND DEDUCTION

CAF-4, Account Clerk

Responsible for supervising, instructing, assigning and reviewing work of at least three clerks at Grade CAF-3, and for maintaining a complete record system for the voluntary War Savings plan. Supervises the maintenance of individual authorization cards executed by the employees, and the preparation of forms and reports necessary in the operation of the War Savings plan; the preparation of bond issuance schedules and the recording of bonds issued; prepares correspondence particularly concerned with the operation of the War savings plan; provides information and advice in regard to the employees account records; consults with and discusses the details of the voluntary War Savings plan with Section Chiefs, Group leaders, and employees in doubt as to the provisions of the law or as to the privileges extended to employees on matters of refunds, changes of beneficiaries or co-owner,

The pertinent factor in the allocation of this position is the supervision of at least three employees, with thorough knowledge of the War Savings plan regulations and the bookkeeping system that was promulgated in the United States Treasury Department.

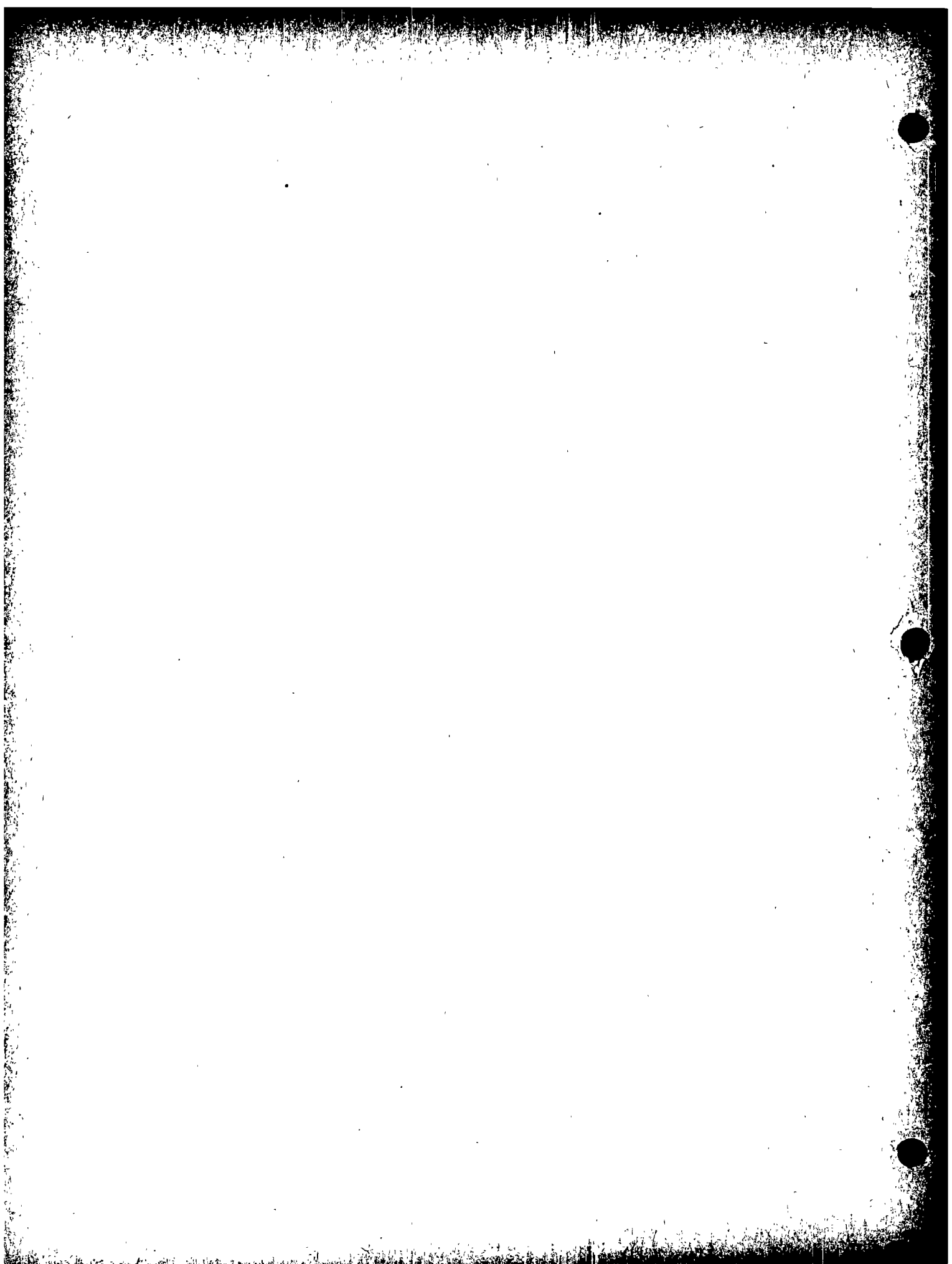
CAF-3, Assistant Clerk-Typist

This is the performance grade that requires great accuracy and thorough knowledge of the voluntary War Savings plan, procedures and regulations, payroll procedures and the necessary forms for the receipt, transfer, and expenditures of savings funds. Posts to reverse side of the individual Authorization cards, and computes these entries at appropriate intervals; reviews and checks bonds received against disbursements, schedules and the deducted amount shown on the Authorization card; records bond serial number on the back of Authorization cards, prepares and types on own initiative routine correspondence; types schedules of voucher deductions, schedules of purchase of bonds, and bond issuance schedules; maintains a complete file of all related material of the voluntary payroll savings plan.

The pertinent allocation factors of this position are the full knowledge required in the application of rules, regulations and procedures governing the voluntary War Savings plan, the advising and furnishing of information to employees, and the resolving of problems arising through the War Savings plan.

REMARKS

The Central Office Payroll, Leave, Retirement and Bond Deduction Section is under the supervision of a Principal Clerk, in Grade CAF-6, who is responsible for the payrolling of some 1800 employees and the maintenance of the leave records for these employees. The position is also responsible for the maintenance of the Retirement Records for the Central Office, Regional Offices and War Housing Project employees numbering about 6000, and for the maintenance of the War Savings plan records for about 95 percent of the employees

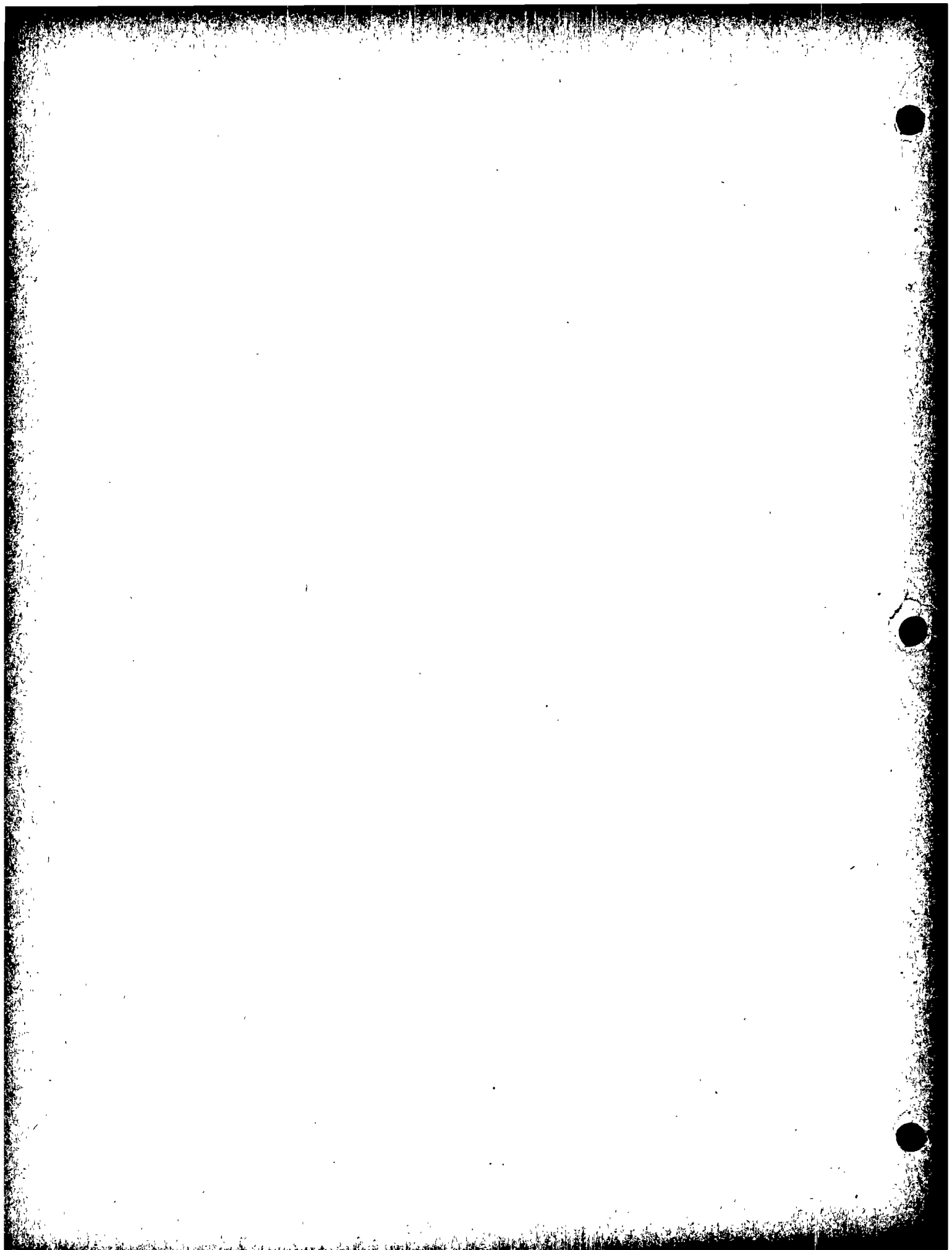


employed in the Central Office. The position is also responsible for advising Regional Offices in the installation of payroll, Leave and War Savings plan records and in the resolution of the most difficult problems arising in the Regional Offices; this occasionally requiring the incumbent of the position to make visits to the field.

The Assistant Chief of the Payroll, Leave Retirement and Bond Deduction Section, Grade CAF-5, operates as full time assistant and acts for the Chief of the Section in her absence. The incumbent of this position is to have full knowledge of all rules, regulations and procedures and work methods of the payroll, leave Retirement, and bond deduction functions, particularly the payroll, for which the incumbent has direct responsibility for operation.

In all the Regional Offices, at the present time, the payroll, Leave and Bond deduction functions are under the responsibility of one clerk in Grade CAF-4. As indicated in the series standards above, the performance level for payroll, leave and Bond deduction is Grade CAF-3. It is felt, however, by the Central Office Classification Section that the combination of the important responsibilities of the CAF-3 positions into one position, warrants the allocation of the latter position, one grade higher, or CAF-4.

In some regions there have been established two positions in Grade CAF-3, under the CAF-4, one to prepare and maintain payroll records, the other to maintain records for both leave and War Savings plan. There have also been established one or more positions in Grade CAF-2 to perform duties incidental to the payroll preparation and to the maintenance of leave and bond deduction records. Such subordinate positions at CAF-2 may be added indefinitely, as the work load requires.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: PERSONNEL CLASSIFICATION TECHNICIAN

KIND OF WORK

Concerns the conduct of technical public personnel work in position classification, involving the analysis and the evaluation of duties and responsibilities of positions in a regional office, the conduct of investigations, the writing of class specifications and other technical statements, the study of functional and organizational relationships, the preparation of charts and analytical reports, and the making of recommendations on distributions of responsibility and organizational structure.

GRADE LEVELS

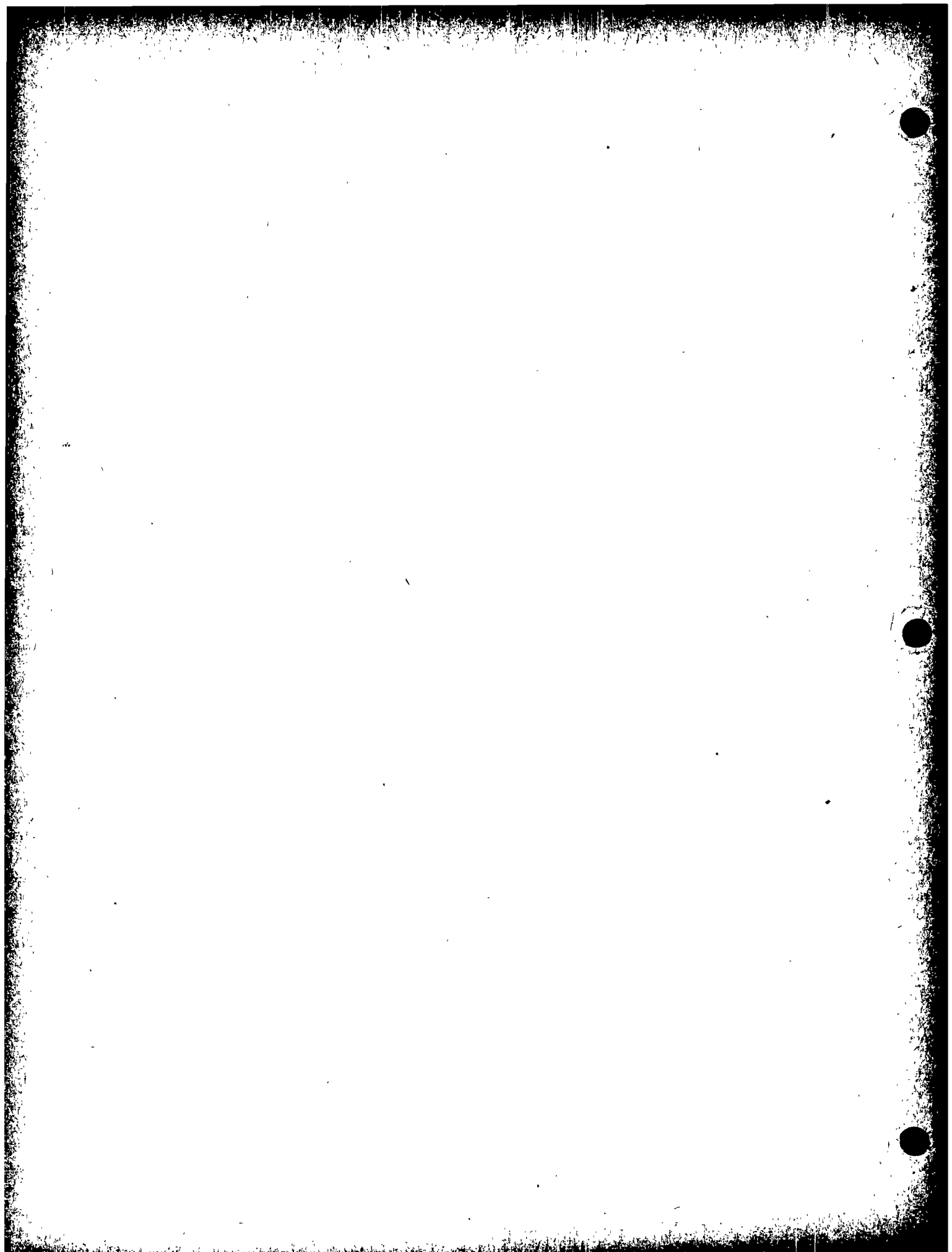
CAF-9, Personnel Classification Technician

This is the journeyman level for the position classification series. Incumbent of this position usually acts as Head of the Classification Unit and in this capacity plans and directs the work of the unit, sets up procedures for its proper functioning, gives assignments and instructions to one or more classification technicians of lower grade and reviews their work for technical adequacy. As a working supervisor, initiates and conducts classification studies and investigations; approves allocation of all new regional positions; cooperates with the Central Office in submitting position descriptions for all positions approved in the region; advises and consults with personnel of Budget and Planning Sections on organizational studies; and, in the absence of the Regional Personnel Officer, may act in his stead.

CAF-7, Assistant Personnel Classification Technician

Analyzes and makes investigations of various regional positions the audits and surveys including all but the most important and complicated ones. Recommends allocations based on his findings. Studies and analyzes the organization, staffing, and division of responsibility to work units and small organizations for the purpose of recommending allocations, using techniques and procedures established by the Classification Section in the Central Office of FPHA. Assists the Chief in carrying out major classification studies and investigations.

Receives general directions regarding techniques and procedures to be followed in carrying out assignments. Exercises a considerable amount of independent judgment and initiative in the carrying out of assignments, only the more complex and difficult problems being brought to the attention of the Chief for advice. Work is reviewed for completeness and clarity of position analysis and soundness of judgment used.



CAF-5, Junior Classification Technician

On specific assignment, assists classification technicians of higher grade in reviewing organizational, functional, and flow charts, administrative orders, bulletins, and memoranda to determine the functions and division of work in units in which positions being investigated are located. Independently conducts routine desk audits and investigations chiefly in clerical and custodial positions and directs the organizational relationships of these positions with supervisory authority. Prepares organizational charts of divisions, units and sections in order to facilitate classification activities.

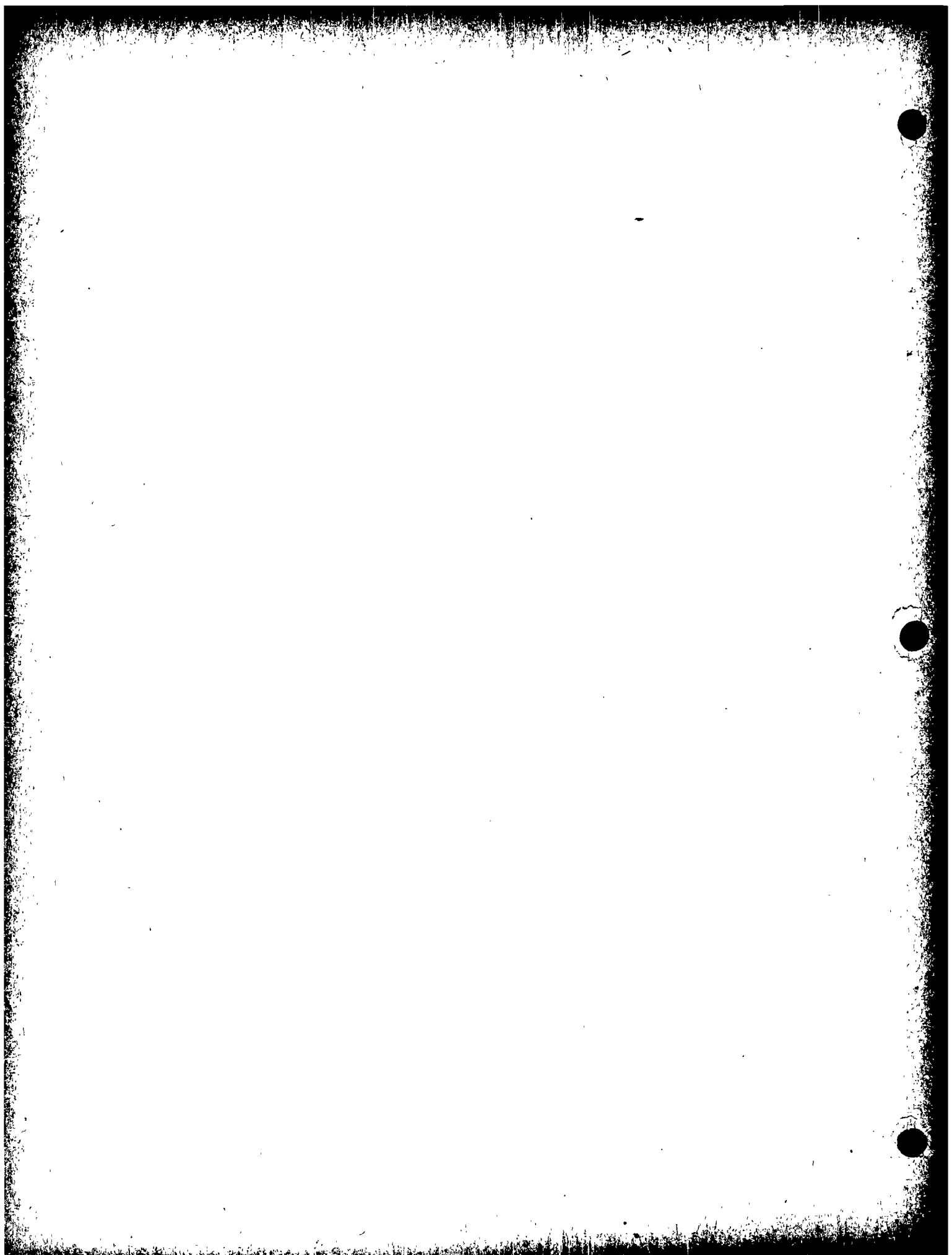
This is the entrance level position of the series. Receives assignments with both specific and general instructions, depending upon the complexity of the function. Work is closely reviewed for completeness of statement, accuracy of content and technical adequacy.

REMARKS

Although the top position in this series, Personnel Classification Technician, is at the journeyman level and could be duplicated because of workload, it has been found most satisfactory to establish but one position at this grade in each region with the responsibility being vested in it of acting as head of the unit and supervising technicians of lower grade.

This position reports to a Regional Personnel Officer at Grade CAF-12; which position has the responsibility for the administration of the personnel program of the Region, involving the application of policy developed in the Central Office, the rendering of advice and assistance to regional officials and employees, and the coordination of the activities of the Classification, Employment, Appointments, and Personnel Training and Employee Relations Units. The Personnel Officer acts as liaison officer between the regions and the Central Office Personnel Division and with the District Office of the Civil Service Commission, and interprets personnel policies to the regional officials and recommends changes in policies to the Central Office Personnel Division.

In regions in which an increase in program and workload necessitates full-time assistance for the Regional Personnel Officer in planning, organizing, coordinating, and supervising the personnel program of the region, an Assistant Regional Personnel Officer position has been established at Grade CAF-11. Where the need for a full-time assistant has not been felt, the Chief of one of the units is authorized to act in the absence of the Regional Personnel Officer.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: PERSONNEL TRAINING AND EMPLOYEE RELATIONS ADVISER

KIND OF WORK

Concerns the directing and developing of a personnel training program in a Regional Office, including the development of in-service training and other types of training methods and techniques; the establishment and operation of programs for improving employee relations and maintaining morale; the stimulating, aiding, advising, organizing and administration of in-service training programs.

GRADE LEVELS

CAF-9, Personnel Training and Employee Relations Adviser

This is the journeyman level for this series. Incumbent also acts as head of the Personnel Training and Employee Relations Unit, with responsibility for planning, organizing and executing a program of training and personnel relations, and for supervising technicians of lower grades.. Reviews proposed disciplinary personnel actions and develops training and organizational programs for all new employees. Conducts research in the development of training methods and techniques cooperates with the Employment Unit in replacement problems, and with the Classification Unit on position classification matters. Makes recommendations for changes in policy and procedure to be submitted to the Central Office Personnel Division.

CAF-7, Assistant Personnel Training and Employee Relations Adviser

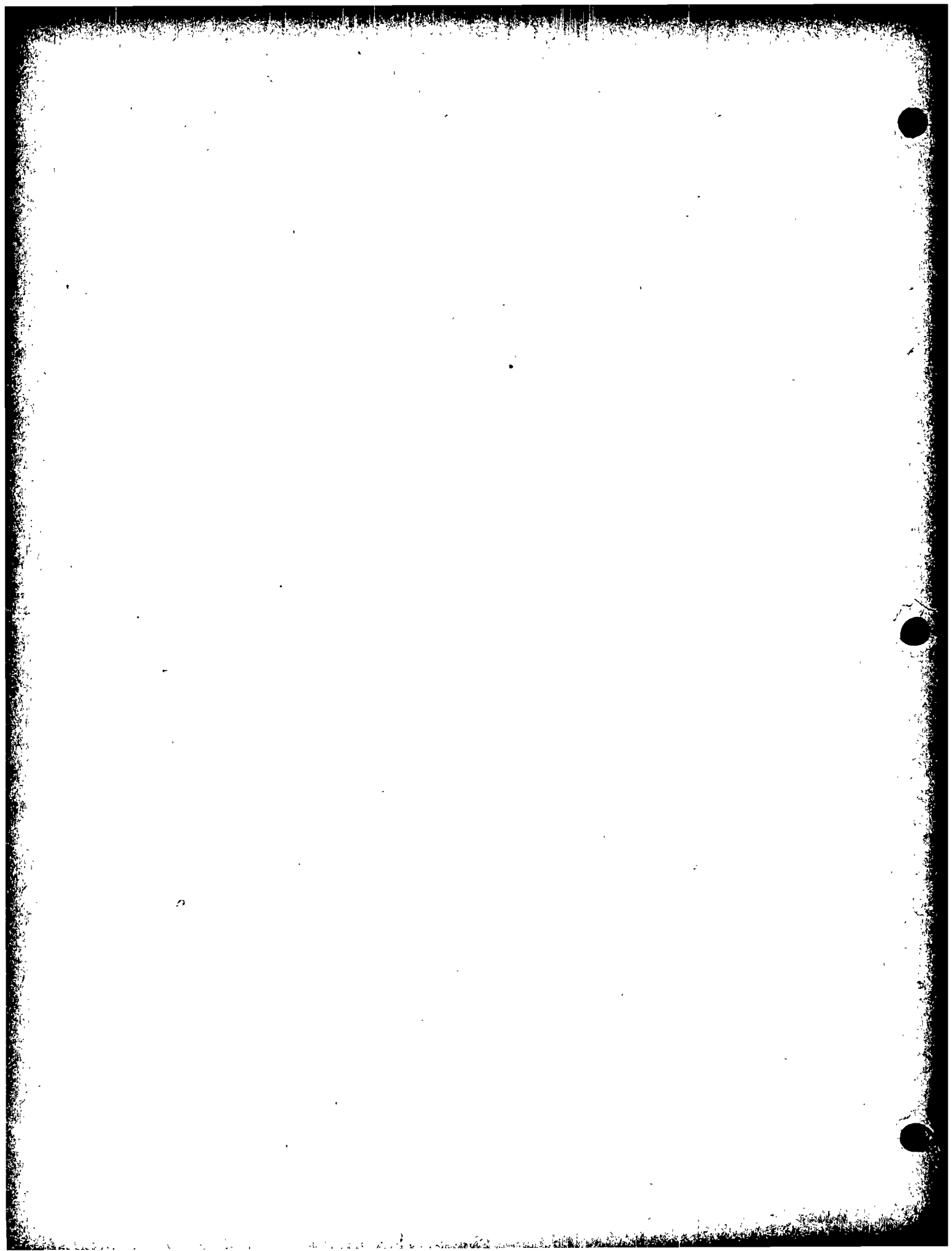
Conducts training programs, following established procedures in policies. Interviews new employees upon entrance on duty, and upon their request in order to discuss employee grievances, and provides satisfactory solutions to the problems presented. Performs research and prepares material to be included in revisions of the FPFA employees' handbook.

Positions in this level receive assignments and instructions of a general nature, work independently, and receive review for technical adequacy of work and its conformity to established policy and procedure.

CAF-5, Junior Personnel Training and Employee Relations Adviser

This is the entrance level in this series. Assist personnel of higher grades in the preparation of organization training bulletins, outline periodicals, and other materials for the guidance and information of employees in the Regional Office. Conducts short range research projects designed to develop important training standards, methods and policies.

Receives instructions as to objectives and work methods, performs duties under general supervision, and work is reviewed for completeness and technical adequacy.

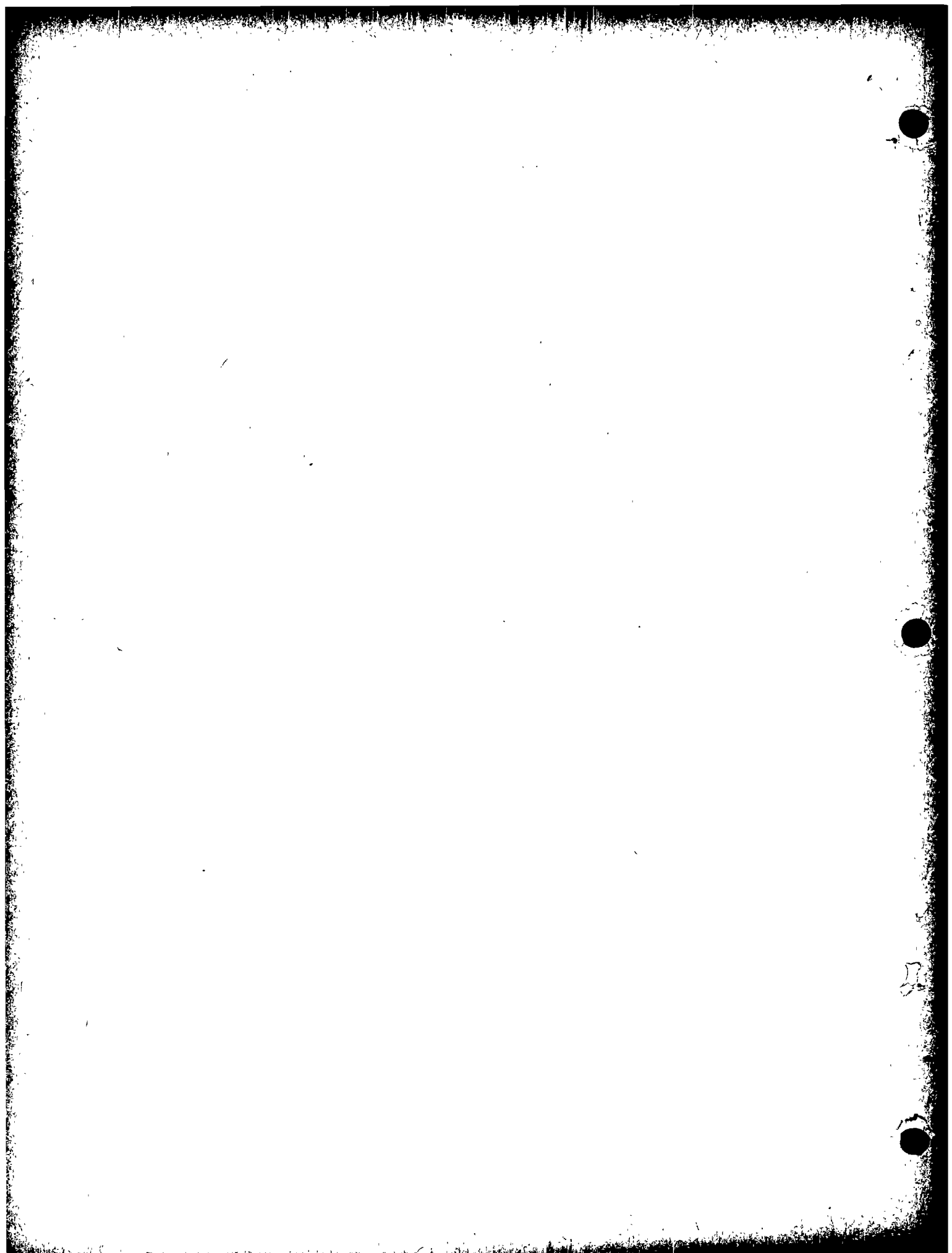


REMARKS

Although the top position in this series is at the journeyman level and could be duplicated because of workload, it has been found most satisfactory to establish but one position at this grade in each region with the responsibility being vested in it of acting as head of the unit and supervising technicians of lower grade.

This position reports to a Regional Personnel Officer at Grade CAF-12; which position has the responsibility for the conduct of all personnel administration activities of the region, involving the application of policy developed in the Central Office, rendering advice and assistance to regional officials and employees, and coordinating the activities of the Classification, Employment, Appointments, and Personnel Training and Employee Relations Units. The Personnel Officer acts as liaison officer between the Regions and the Central Office Personnel Division and with the District Office of the Civil Service Commission, and interprets personnel policies to the regional officials and recommends changes in policies to the Central Office Personnel Division.

In regions in which an increase in program and workload necessitates full-time assistance for the Regional Personnel Officer in planning, organizing, coordinating, and supervising the personnel program of the region, and Assistant Regional Personnel Officer position has been established at Grade CAF-11. Where the need for a full-time assistant has not been felt, the Chief of one of the units is authorized to act in the absence of the Regional Personnel Officer.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: PRIORITIES ANALYST

KIND OF WORK

Concerns the handling of priorities matters for a regional office including the interpretation and explanation of priority regulations and procedures to contractors, members of the regional staff, and project development personnel; the preparation and preliminary review of critical material lists and applications for priorities for submission through the Central Office to the War Production Board; the submission of supporting material to justify requests for priority ratings; the conduct of correspondence with the Central Office Priority Section in order to coordinate and expedite the obtaining of priorities so that materials essential for the construction of war housing projects may be obtained in the shortest possible time.

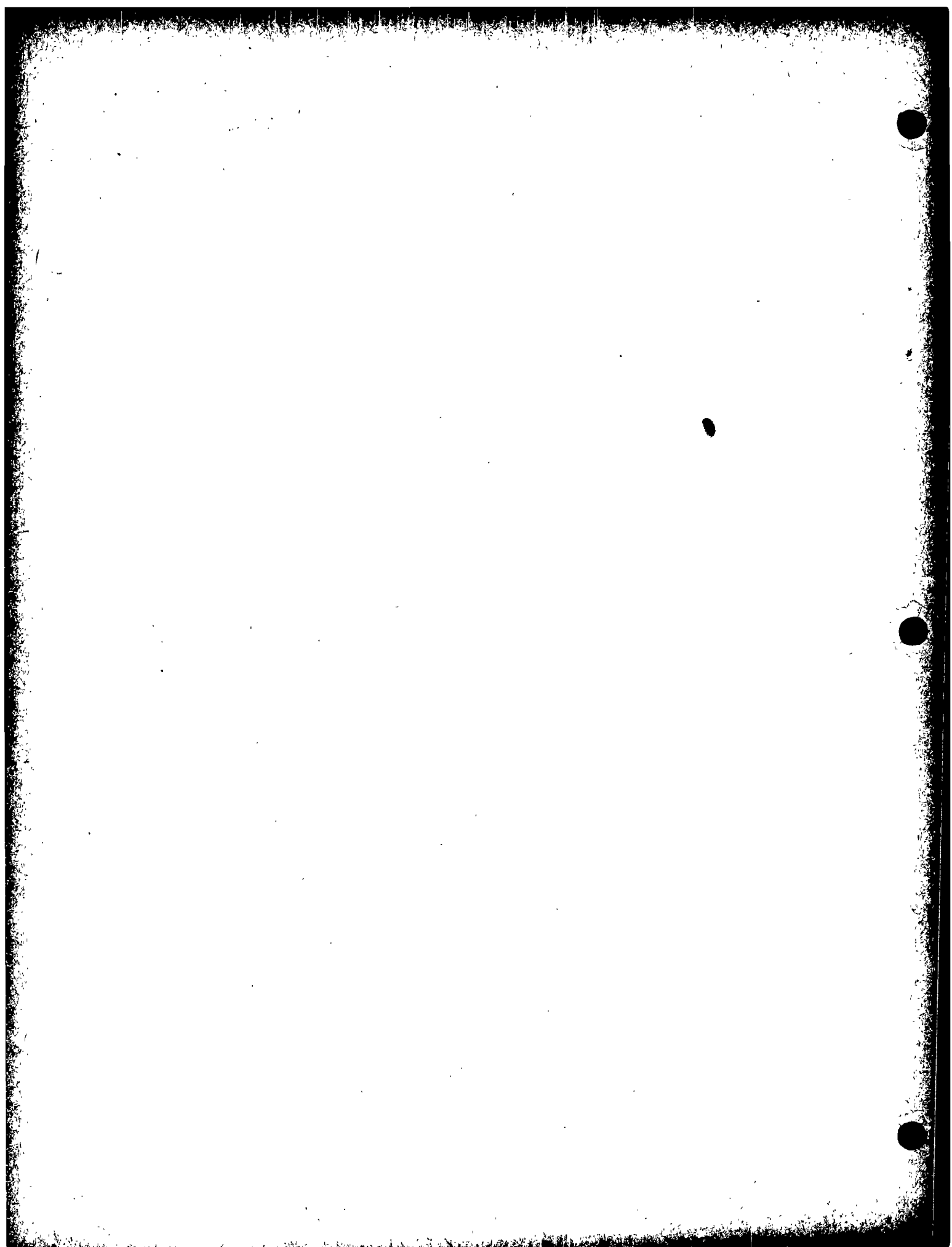
GRADE LEVELSP-4, Priorities Analyst

This is the highest grade level in this series and has responsibility for the priorities activities of the regional office. Informs regional development personnel, contractors, and local housing authorities on priority matters according to material disseminated by the Central Office. Reviews priority applications submitted from projects under construction, determines the merit of the applications based upon construction necessity, and prepares such material for transmittal to the Central Office for processing through the War Production Board. Prepares explanatory material to be used as justifications for priority requests and answers inquiries of Central Office Priority Section as to necessity for certain critical materials. Prepares lists of critical materials for Central Office submission to the War Production Board in connection with their material allocation system.

Positions in this grade level have responsibility for the priority function in a region. Engineering or similar professional background is necessary in order to be able to read plans and specifications and be familiar with materials, equipment and terminology used in the building industry. The principal allocating factors are the interpretation of regulations to regional and field personnel, and the preparation of priority requests and supporting material for submission to the Central Office.

P-3, Associate Priorities Analyst

This is the performance level in this series at which grade Positions in this grade perform full-grade priority functions, their work being reviewed by the Priorities Analyst only as regards conformance with established policy and procedure.

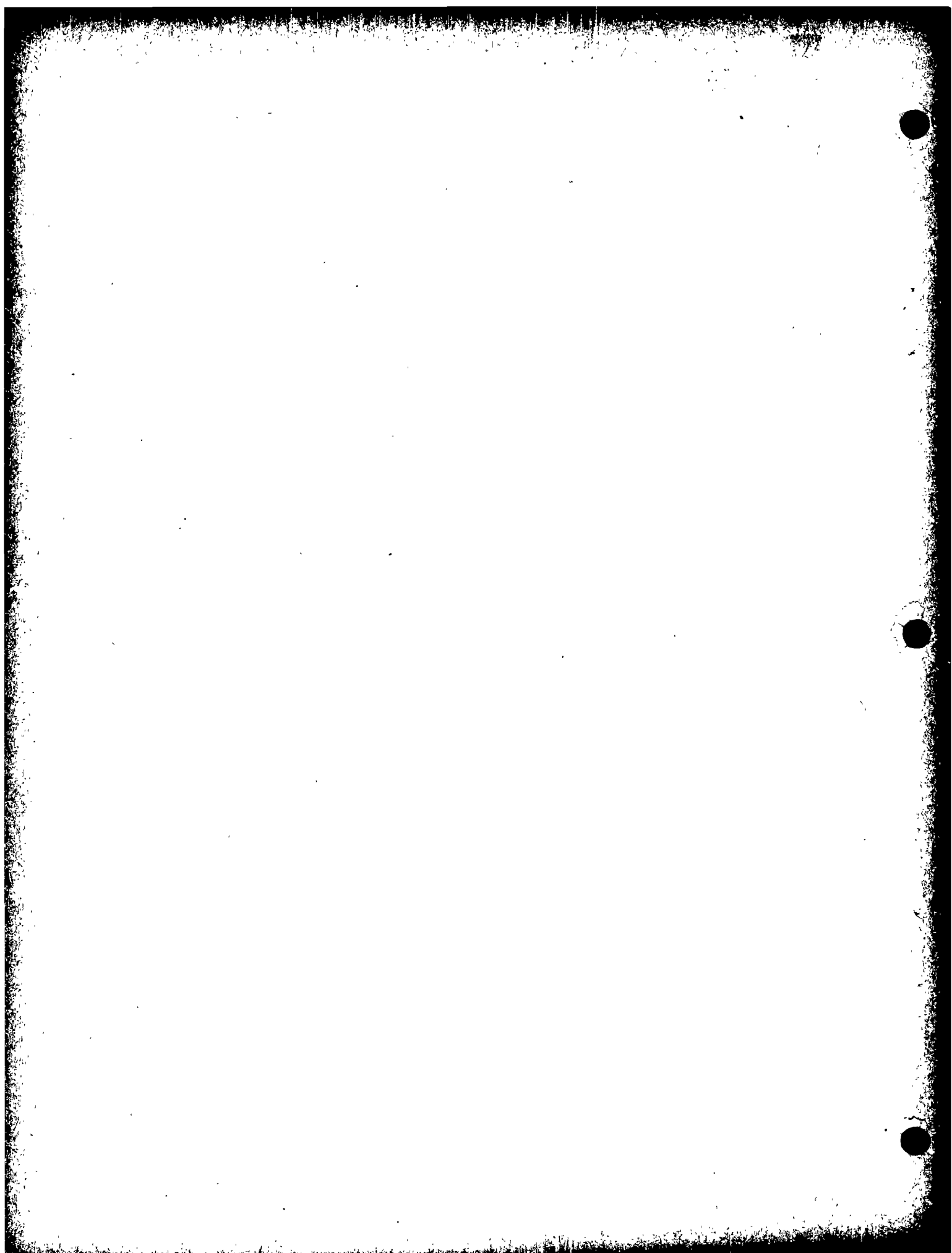


REMARKS

In the Central Office the Priorities Section is located in the Projects Division, since it has been deemed most efficient to have priority applications analyzed, reviewed, and processed in the same division which controls the flow and processing of the various documents and actions that relate to the development program. Priorities positions in the regional offices have usually been located in the Construction Section due to the functions having been delegated in many cases to personnel already attached to that section. Two or three regions have suggested establishing a separate Priorities Section, in the Development Branch, however, since the flow of documents and correspondence directly from these positions to the Central Office may be expedited thereby.

The necessity for all applications for priorities being submitted to the Central Office for processing through the War Production Board is caused by WPB having its various materials and construction divisions centralized. This means that all regional requests flow to the Central Office where final review and clarifications are made before submission to WPB. Actual contacts, negotiations, presentation of justifications and expediting of action through WPB are made by the Central Office Priorities Section. These Central Office functions necessarily limit the authority and responsibility which can be vested in the regional positions.

Although the need for positions in lower grade levels has not yet been felt, it is feasible that such positions can exist. Standards for these levels are not being included, however, until such time as the actual functions to be performed are determined.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

PROCUREMENT OFFICER
SERIES: PROCUREMENT CLERK
TRAFFIC CLERK

KIND OF WORK

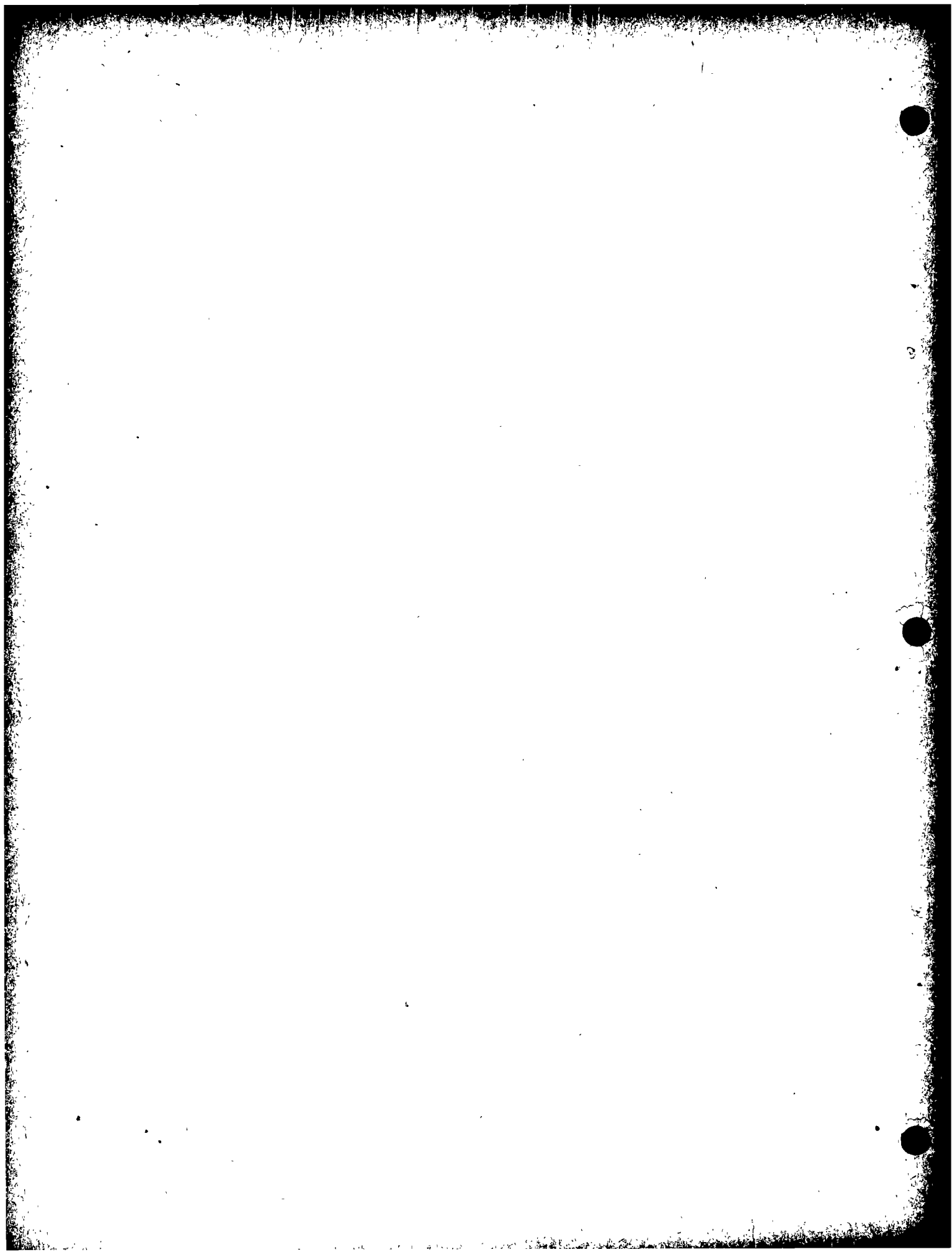
Concerns such duties in a Regional Office as the reviewing of requisitions, the preparation or review of specifications, the analysis of bids and preparation of abstracts, the recommendation or awards, and the preparation of contracts and the routing of shipments, inspection work in connection with the purchase or lease of materials, supplies and equipment, services (excluding personnel services) and space not purchased or leased by the Central Office; specifically, concerns the purchase or lease of the following items, not to exceed \$2500 in any one contract, or \$2500 per year in any one lease:

1. Office equipment, furniture, and furnishings for the regional and project offices.
2. Project management and maintenance equipment, furniture and furnishings.
3. Replacements of equipment, furniture, and furnishings.
4. Construction equipment on cost plus contracts not purchased or leased by the contractor.
5. In special instances, those items ordinarily purchased by the Central Office which the Central Office has determined may be purchased by a Regional Office.

GRADE LEVELSCAF-9, Procurement Officer (Regional Procurement Officer)

As the chief of the Procurement Unit and as Regional Procurement Officer, is responsible for the interpretation and application of Central Office and established governmental policies and procedures to the needs of the Region. Formulates and recommends regional procurement policies and plans and directs the work of his staff. The incumbent is responsible within the jurisdiction assigned to the Region, for the purchase or lease of all equipment, furniture, furnishings materials, service (excluding personnel service) space including review and preparation of requisitions and specifications the recommending of awards and the routine of shipments, handling of claims arising and of contracts and answering exceptions taken by the General Accounting Office; also for the recommending of substitutes or alterations. This position requires considerable contact with manufacturers and transportation agencies.

A major responsibility is the development of sources of supply through studies of markets, and the continuing function of appraising the regional needs so that required equipment, materials, etc., will be available when and where needed.



CAF-7, Assistant Procurement Officer

As a full-time assistant to the chief of the Section is responsible for the conduct of the detail work of the Section. More specifically the incumbent is responsible for preparing or supervising the preparation or review of requisitions of bids, contracts, routing instructions, etc., recommends acceptance of bids, changes in specifications, use of alternations. Conducts negotiations and prepares reports on claims arising out of contracts. Establishes and maintains contacts with suppliers and transportation agencies. Arranges for the movement of employees household effects.

Performance of duties requires a knowledge of supply sources, government procurement regulations and procedures and the ability to understand technical specifications and to suggest changes to meet market conditions. This is a supervisory position and cannot be duplicated in a Regional Office. Work load requirements should be met at lower levels.

CAF-5, Sr. Procurement Clerk

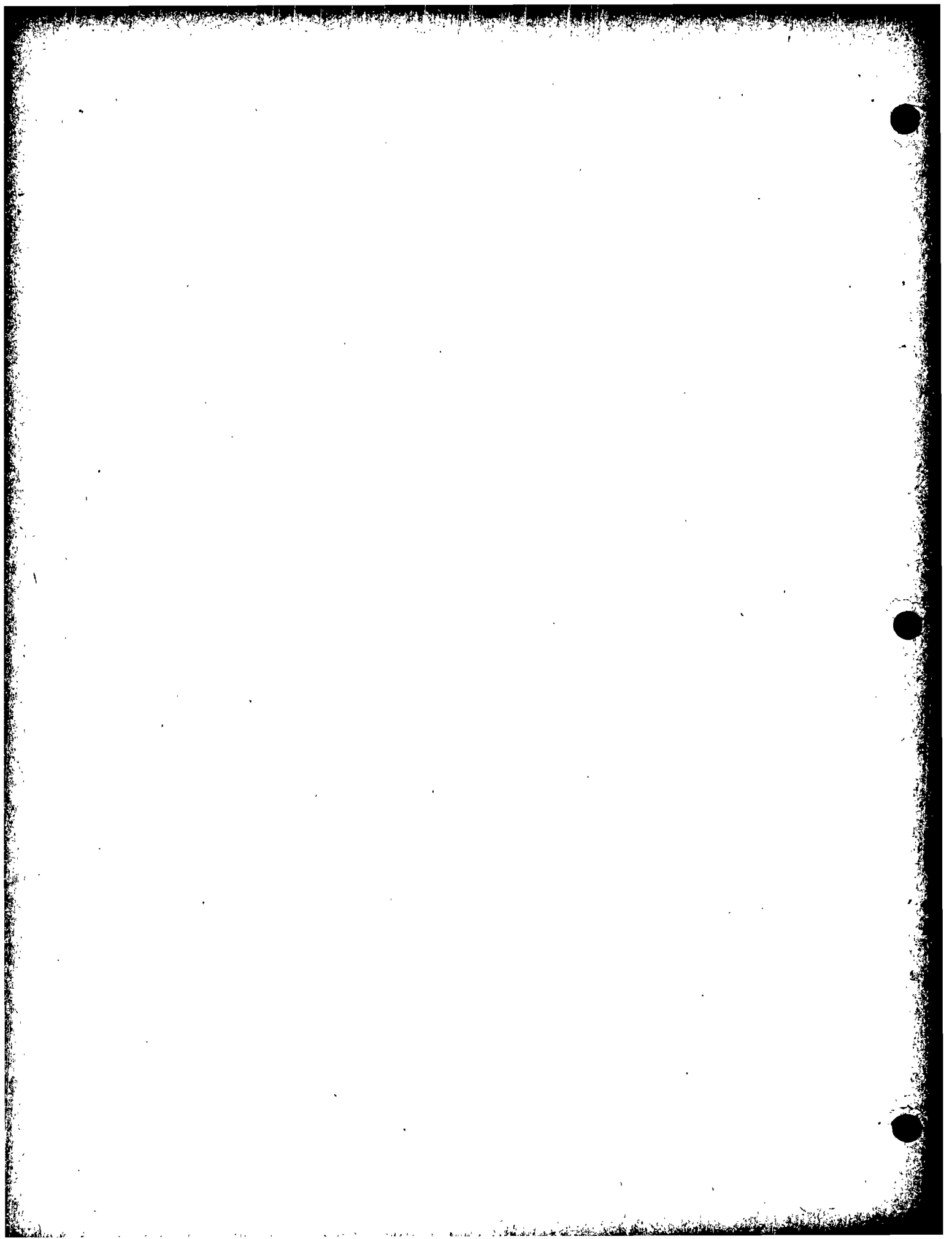
Responsible, in connection with open-market formal bidding purchases for the preparation of invitations to bid, involving review and clarification of specifications, assembling of all data required by law to be included in the bids, such as wages to be paid, employment of convict labor, etc., also such conditions as delivery dates, delivery points, bidding dates. Maintains records of bids received, prepares abstracts, checks conditions with specifications, recommends acceptable bids after considering type of service to be rendered, transportation costs, discounts offered, etc., notifies the successful bidder and prepares or directs the preparation of contracts. This involves inclusion of all necessary bonds, conditions, applicable government regulations. Conducts correspondence with manufacturers and other Sections of the Region.

This position differs from the CAF-7, Assistant Procurement Officer, first in the supervisory responsibility, and second, in the lesser degree of responsibility for reviewing and preparing the most difficult specifications.

This position may be regarded as the journeyman level only if the work load required full time performance of the duties mentioned above.

CAF-4, Procurement Clerk

Responsible, in connection with schedule purchases (contractors listed in the general schedule of supplies used by the Procurement Division of the Treasury Department) for the review and preparation of requisitions for clarity; compares specifications with those on file and suggests changes when necessary to conform with similar articles which may be purchased from the general schedule; prepares contracts and assembles necessary conditions and shipping instructions. It should be noted that in this position there is usually no problem as to sources of supply and no bids to tabulate and to approve. This is journeyman level and may be duplicated.



CAF-4, Traffic Clerk

Responsible for the routing of all shipments in the most economical and rapid manner. Determines the cost of packing, crating, drayage, and shipment of employees household effects, and interprets and applies pertinent government regulations concerning the movement of goods. Prepares bid proposals, opens bids and recommends awards, and reviews and approves carriers' bills. Advises on the preparation of Bills of Lading. This position may be duplicated to meet work-load requirements.

CAF-3, Assistant Procurement Clerk

Chief responsibility in this position is for the soliciting of bids and recommending approval of purchase of low cost expendable items in the open market and without formal bidding. Such purchases may not exceed \$100 per item, and usually amount to less. Bids are solicited mainly by telephone contacts. Checks requisitions and prepares purchase orders. Follows up to expedite delivery. May also assist higher-graded procurement checks by tabulating bids, maintaining records of suppliers, reviewing requisitions, etc.

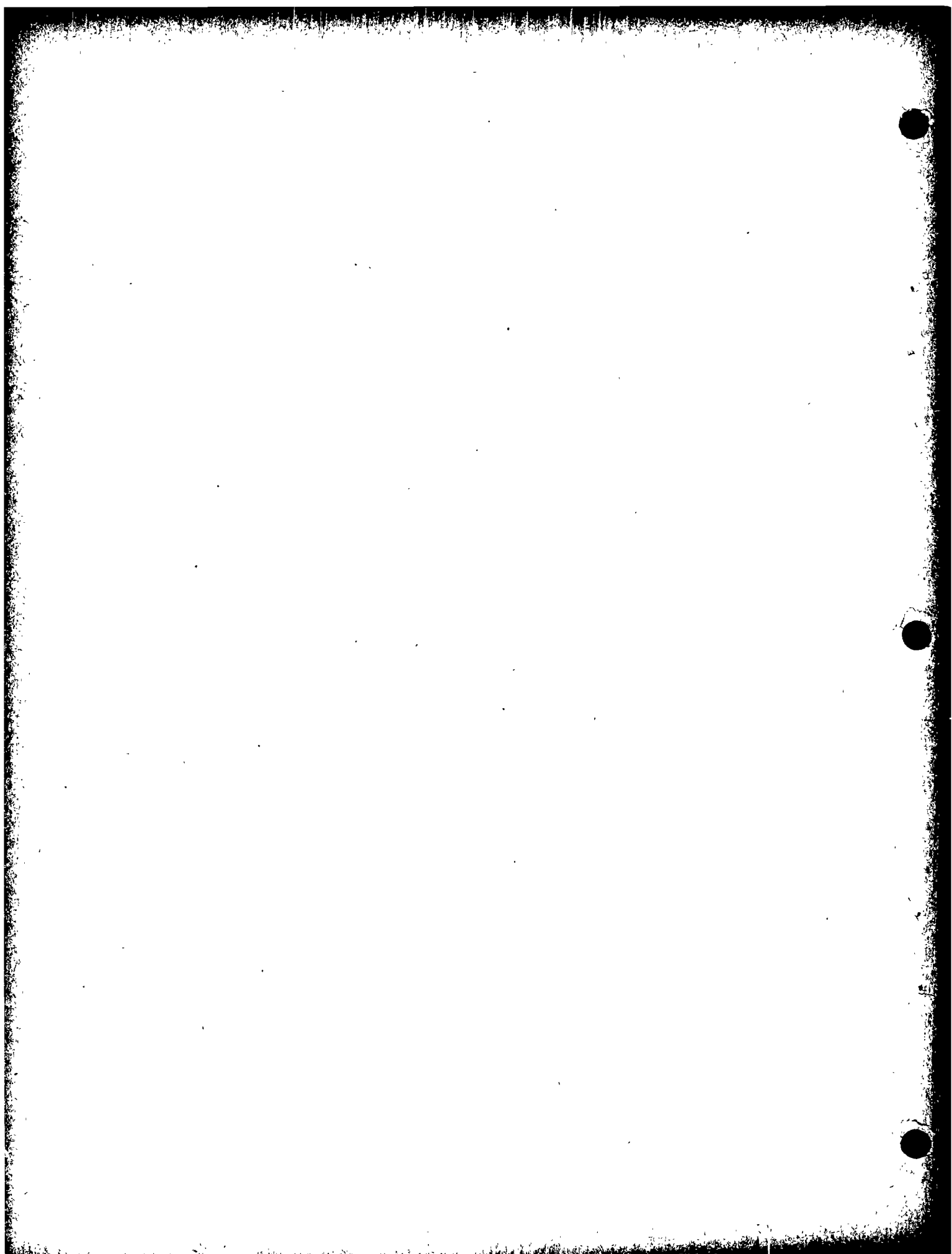
This position may be duplicated to meet workload requirements.

REMARKS

At the present time the location of the procurement responsibility is not consistent from Region to Region. In many cases part of the responsibility appears to be lodged in the Office Service Section and part in the Project Planning or Technical Sections. Any tendency so to spread the responsibility should be carefully analyzed with respect to the effect upon the positions in the Procurement Unit of the Office Service Section. These positions were allocated on the basis of full responsibility for the procurement function in the Region, with one exception - the Housing Managers procurement function. It should be further noted that the major procurement responsibility resides with the Central Office in Washington, as pointed out in "Kinds of Work."

In most instances the Procurement Officer is regarded as the Assistant Chief of the regional Office Service Section, with full responsibility for acting as the Chief during his absence or on his behalf.

The Chief of Office Service has been established at CAF-11 or CAF-12, depending on the regional workload, with particular reference to the number of cost-plus and directly-operated projects in the region. Where the workload requires a full-time Assistant Chief of Office Service, this position may be established with responsibility for coordinating the work of the Section. The grade will depend upon the degree of participation in the specific activities of the Section.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: PROJECT PLANNER

KIND OF WORK

Concerns the coordination and expedition of all work, technical and otherwise, relating to the development of housing projects, requiring basic training in architecture or engineering in order to draw and understand sketches and plans and to evaluate, coordinate and reconcile technical recommendations; the expedition and clearance of all project development work; the selection of sites; the establishment and maintenance of relationships with Local Housing Authority officials and staffs.

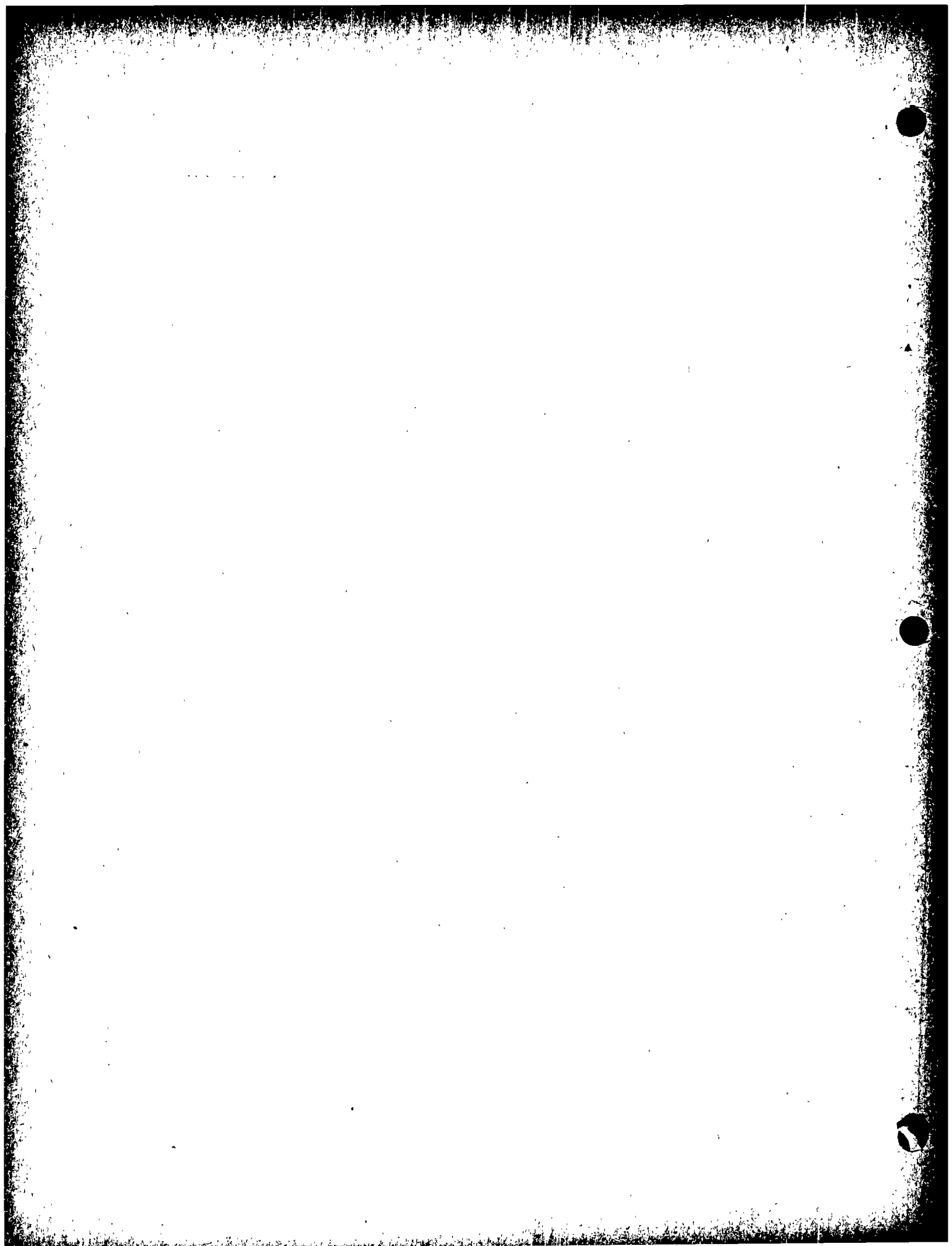
GRADE LEVELSP-6, Principal Project Planner

Acts as Regional Project Adviser, Chief of the Project Planning Section, with responsibility for all phases of project development which are under the jurisdiction of the Project Planning Section. Is responsible for the expedition and clearance of project development documents and approves applications and authorizations for the Regional Director. Supervises a staff of Project Planners of lower grades, usually consisting of several squads with a P-5, P-4 and P-3 position in each. Coordinates the work and integrates the recommendations of several squad heads and makes eliminations in the case of conflicting recommendations.

This position requires a thorough knowledge of the elements of large-scale housing project development, and complete familiarity with the theory and practice of city or town planning.

P-5, Senior Project Planner

Acts as a squad leader supervising Project Planners of grades P-4, and P-3 and occasionally, lower grades. Is responsible for the initiation, direction, and coordination of all project planning activities within an established area in the Region, subject to the approval of the Regional Project Adviser. Manages the Project Planning program within the area with responsibility for the production and progress of project development, the recommendation of budgetary and personnel needs, the solving of problems of unusual difficulty, and the coordination of the work of the several Project Planners in the squad. Recommends to the Section Chief the establishment of all changes in major regional policies. Makes field trips within the area to investigate or to expedite project development, on such occasions conducting important conferences and being authorized to act for the Regional Director, including the making of spot decisions and determinations.



The principal allocating factors of positions at this level are the complete responsibility vested in them for the operation of the development program on all projects within a prescribed area, and the responsibility for supervising a squad of project planning personnel in connection with this function. Incumbents of positions at this level are considered experts in the field, and their reports and recommendations receive only cursory review for general conformance to overall policy.

P-4, Project Planner

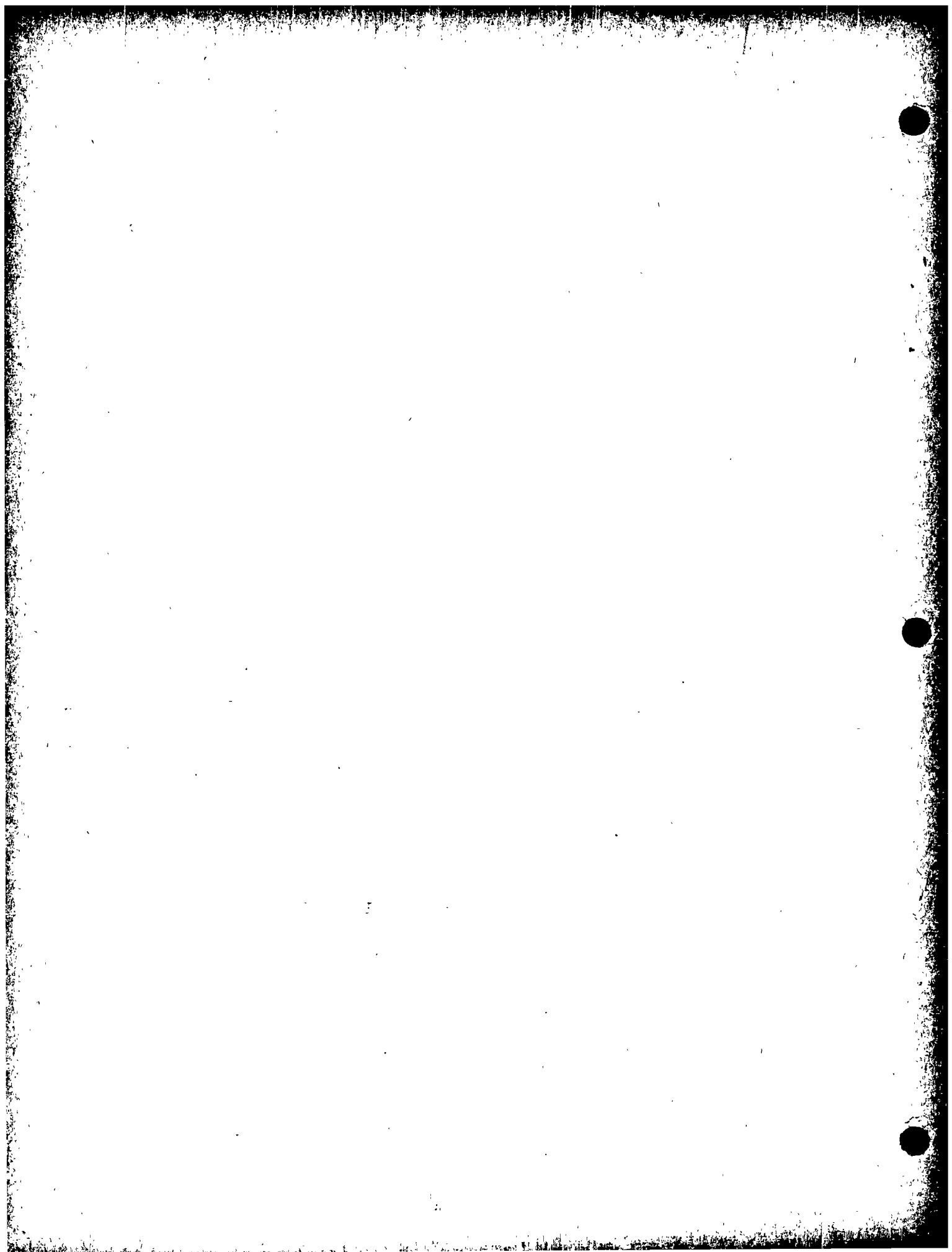
This is the journeyman level in this series. Is responsible for providing assistance to contractors and Local Housing Authorities in initiating, planning and developing war housing projects to which he is assigned. This includes responsibility for the conducting of conferences with such groups and members of the regional staff to establish work agreements, to clarify points at issue, and to integrate all technical recommendations relating to project development. Is responsible for the completeness and adequacy of data and documents submitted in connection with the development of projects and makes recommendations to the squad leader on such phases as site selection, city planning and zoning, earmarkings, loan applications, and budgetary matters.

Positions in this level receive general duty field and office assignments from a Senior Project Planner. Only general instructions are given as to policy and procedure except in the most difficult cases in which unprecedented problems are presented. This position is expected to handle all except the most important conferences in which the assistance of the Senior Project Planner is required, and has full responsibility for project planning activities on the particular projects to which he is assigned. Work is reviewed by the Senior Project Planner primarily for conformity to established policy and procedure and for soundness of professional judgment as regards technical work under his supervision. The incumbent spends a considerable portion of his time in the field in an expediting and advisory capacity. Contact ability is a major requisite of the position.

P-3, Associate Project Planner

Acts as a liaison between contractors and Local Housing Authorities and the Regional Office on development matters for the projects to which he is assigned. Participates in conferences, advises Local Housing Authority personnel on project development matters, coordinates and expedites progress on the assigned projects, and recommends measures for adapting FPHA standards to local needs.

Allocation factors include the following: receives specific field and office assignments including technical and administrative instructions and works under the close guidance of the Senior Project Planner with readily available assistance on problem situations, but with responsibility for the application of established policy and procedure, for the complete-



ness of data and material, and for carrying on ordinary dealings. Work is reviewed carefully in each stage of the planning program operations and thorough checking of forms and documents prepared and recommendations made for soundness of judgment and conformity to policy and procedure. This is the trainee level for field duty work.

P-2, Assistant Project Planner

Reviews documents in the Regional Office for completeness and conformity with established precedent. Conducts research and prepares reports and recommendations on various development subjects such as unit and site plans, types of architecture, and estimates of development and operating costs. Occasionally contacts contractors of Local Housing Authorities, coordinating technical assistance on smaller projects and assisting Project Planners of higher grades on the larger or more difficult projects.

Positions in this level receive definite work assignments with specific instruction as to performance, but have responsibility for completing assignments, carrying out investigations and making recommendations in compliance with FPHA policies and procedures. The incumbent is regarded as a Senior Office Assistant, with little or no field contact.

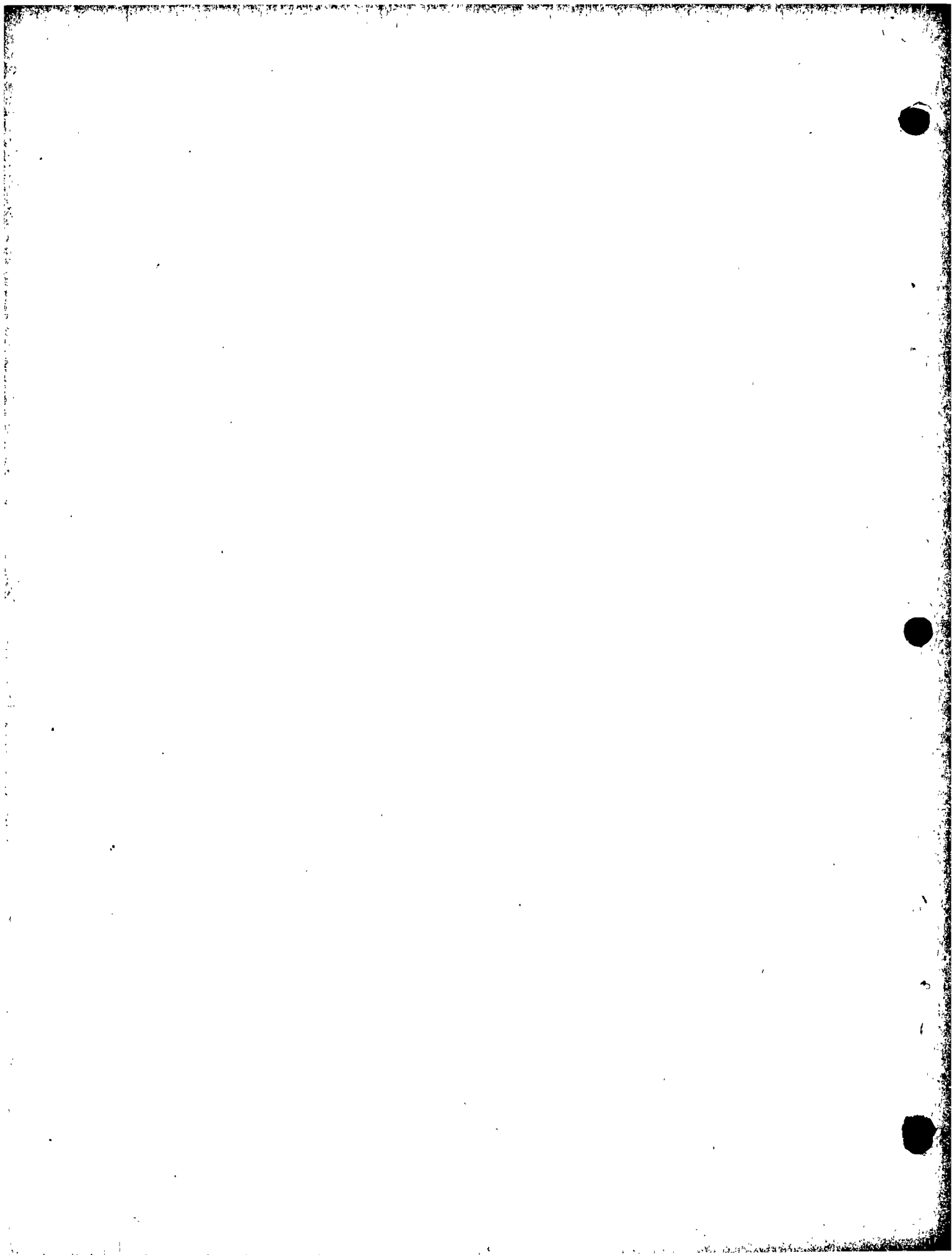
P-1, Junior Project Planner

This is a trainee position and the incumbent operates entirely in the Regional Office. Upon assignment, he conducts research on specific phases of the project planning program, preparing reports and being of general assistance to Project Planners of higher grades.

Detailed instructions and assignments are given, and on all except the simplest type of assignment, close review is made of work performed. The incumbent performs essentially the same tasks as the P-2 Project Planner, but with considerably less independence and responsibility for results.

REMARKS

During the classification survey of 1941, it was found that the organization of the work of Project Planning Section differed greatly from region to region, creating a situation leading to the tentative allocation downward of a considerable number of P-5 and P-4 positions. In order to alleviate this condition, arrangements were made with the Civil Service Commission whereby the project planning work of the regions was reorganized so that the staffs could be set up on a squad basis. Each region was divided on an area basis, with a squad of Project Planners, usually consisting of a P-5, P-4, and P-3, being responsible for the development program in a particular area, and reporting to a Principal Project Planner, P-6, who has complete responsibility for the project planning function of the region. The P-5 squad leader has responsibility for the progress of the development program on all projects within the area, made assignments, gave general supervision to the P-4 positions and fairly close supervision to the P-3's.



After the recent establishment of the new FPHA regional organizations, several regions made formal requests for the reallocation of the positions of squad leaders from P-5 to P-6, believing that the problems encountered and difficulty of work had increased to a degree comparable with those of the Housing Management Adviser squad leader positions, which had been administratively reallocated upward from the P-5 level to P-6. These requests were administratively approved, so that at the present time the squad leader positions in the Project Planner series are allocated at Grade P-6.

This situation has resulted in the existence of several classification problems that as yet have not been solved:

1. The status of the Principal Project Planner, P-6, position acting as Section Chief. The establishment of P-6 squad leader positions raises a question of their relationship with this position.

Will squad leaders still report to the Section Chief, and if so, what type of supervision and review will be given?

Will squad leaders now report to the Assistant Regional Director for Development and if so, what functions are to be performed by the Section Chief?

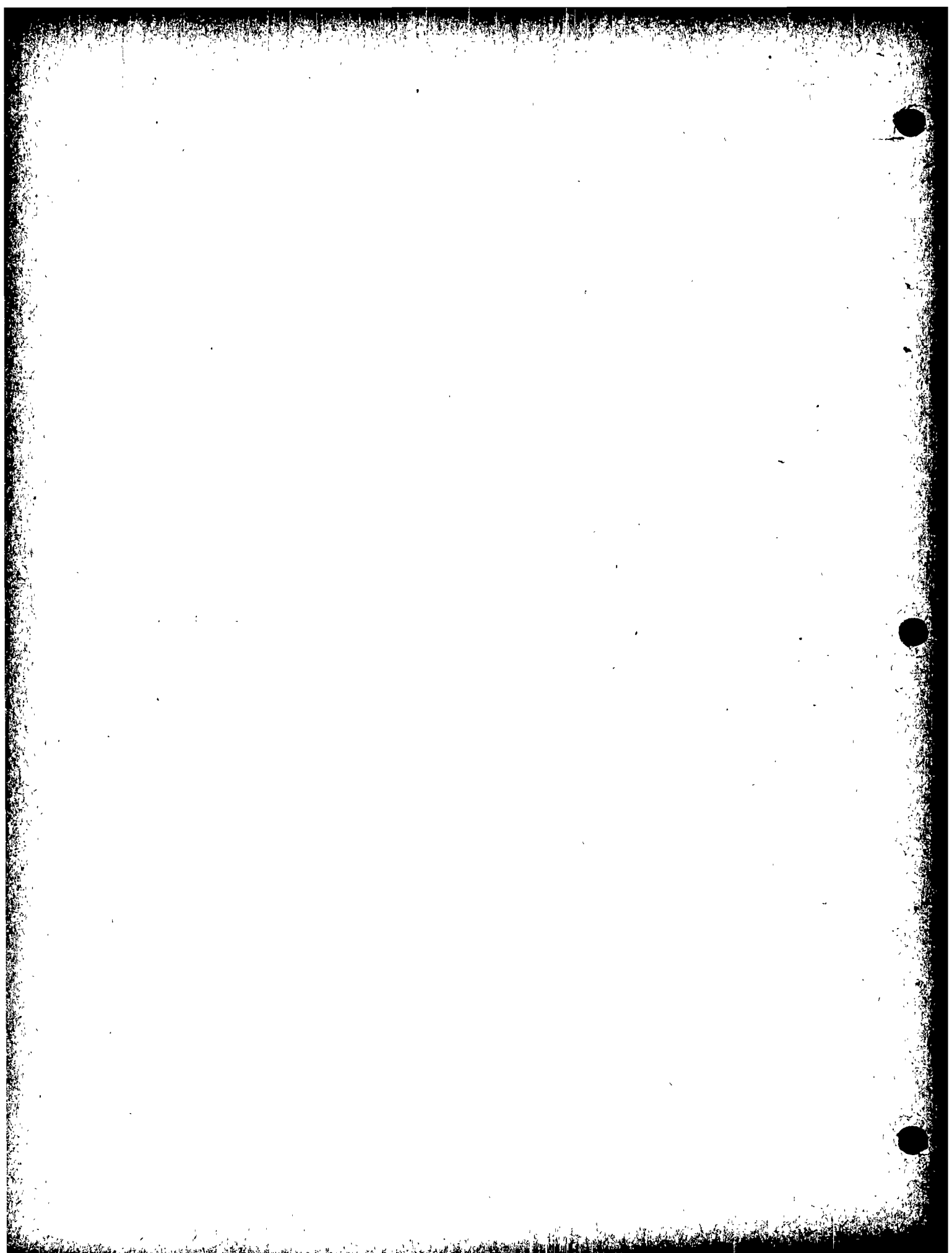
If supervision is exercised directly by the Asst. Regional Director, does that position also still have direct supervision over the Chiefs of the Land, Technical, and Construction Sections?

2. The reestablishment of standards for the Project Planner series. Does the reallocation of the P-5 position to P-6 mean that each of the remaining grade levels should also be reallocated upward one grade? If so, the entrance level is raised to P-2 eliminating the P-1 level from the series pattern.

Does the reallocation of the P-5 position to P-6 mean that there is no longer a P-5 grade level? If so, the series is broken at its most crucial level.

Does the reallocation of the P-5 position to P-6 mean that a P-5 position is also valid and thereby increase the series from five grade levels to six? If so, what are the allocation factors for these six levels and what are their relationships to one another?

Until such time as these questions can be answered satisfactorily, standards for the Project Planner series cannot be definitely prescribed on the new basis. It is hoped that the Classification sections of the Regional Offices will make studies of this series so that a clarification of the situation may be obtained.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

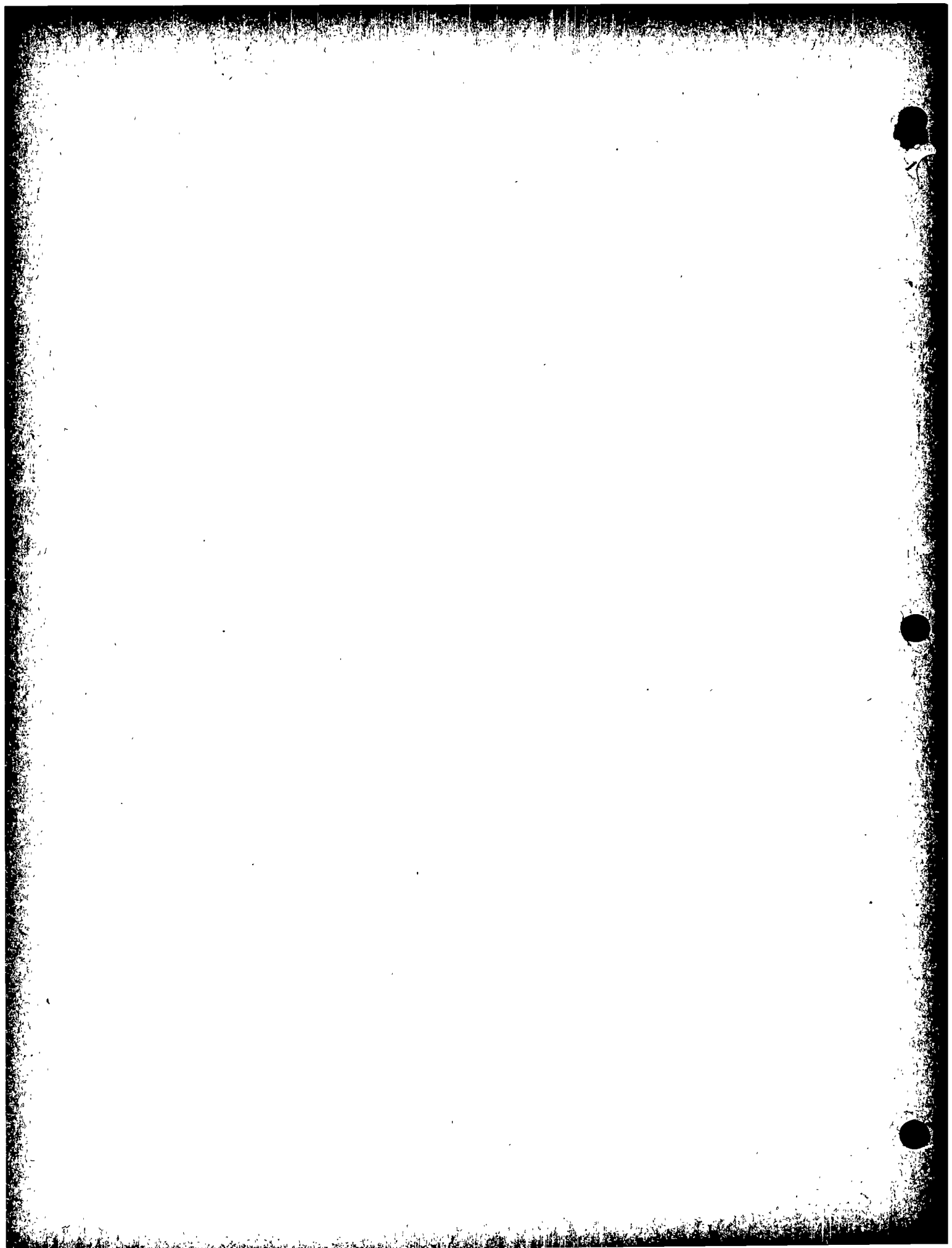
SERIES: PROJECT SERVICES ADVISER

KIND OF WORK

Concerns the provision of educational, health, sanitation, recreational, day care, cafeteria and other facilities and services, the stimulation of project maintenance by tenants, and generally, the providing for the livability of War Housing and Slum Clearance public housing projects; involving, more specifically: the stimulation of the support and cooperation of existing community welfare and social agencies, both private and public, in the most effective utilization of project space for active and passive recreational activities, involving the development of programs of community activities and the choice and arrangement of space, facilities and equipment; the preparation of designs and specifications for community equipment, and the making of arrangements for the provision of materials and equipment by various other agencies; the stimulation of interest on the part of tenants in performing general maintenance work, except that requiring skill or involving danger, for the purpose of reducing maintenance costs and rents and to inculcate feelings of home ownership; the stimulation of Civilian Defense and other War morale building activities; the preparation of suggested site and dwelling unit plans; the planning and development, in cooperation with the United States Public Health Service, local health departments and visiting nurse associations, of programs of health, safety and sanitation which are based on accepted principles and practices of public health administration and include the provision of clinics, nurseries and general medical services; the rendering of advice to architects and other specialists of the Regional Office engaged in the design of space layouts for housing projects, presenting recommendations based on experience data obtained from intensive investigations of operating projects; and the planning and development of recreational and related programs, including adult and pre-school education, through the organization of tenant associations and the cooperation of such outside agencies as the Work Projects Administration, the National Youth Administration, the Office of Defense Health, Welfare and Recreation, and the local YMCAs.

GRADE LEVELSP-5, Senior Project Services Adviser

As chief of the Project Services Section, is in charge of and responsible for all project services activities within the region, interpreting Central Office policies and procedures and adapting them to the needs of the region. Formulates and established regional policies for Project Service activities and plans, coordinates and directs the work of the professional and clerical employees of the Section. The incumbent of this position is a specialist in the field of recreational activities, with a comprehensive knowledge of



social and economic factors affecting the groups housed and the physical facilities and equipment required for recreational, health and education programs.

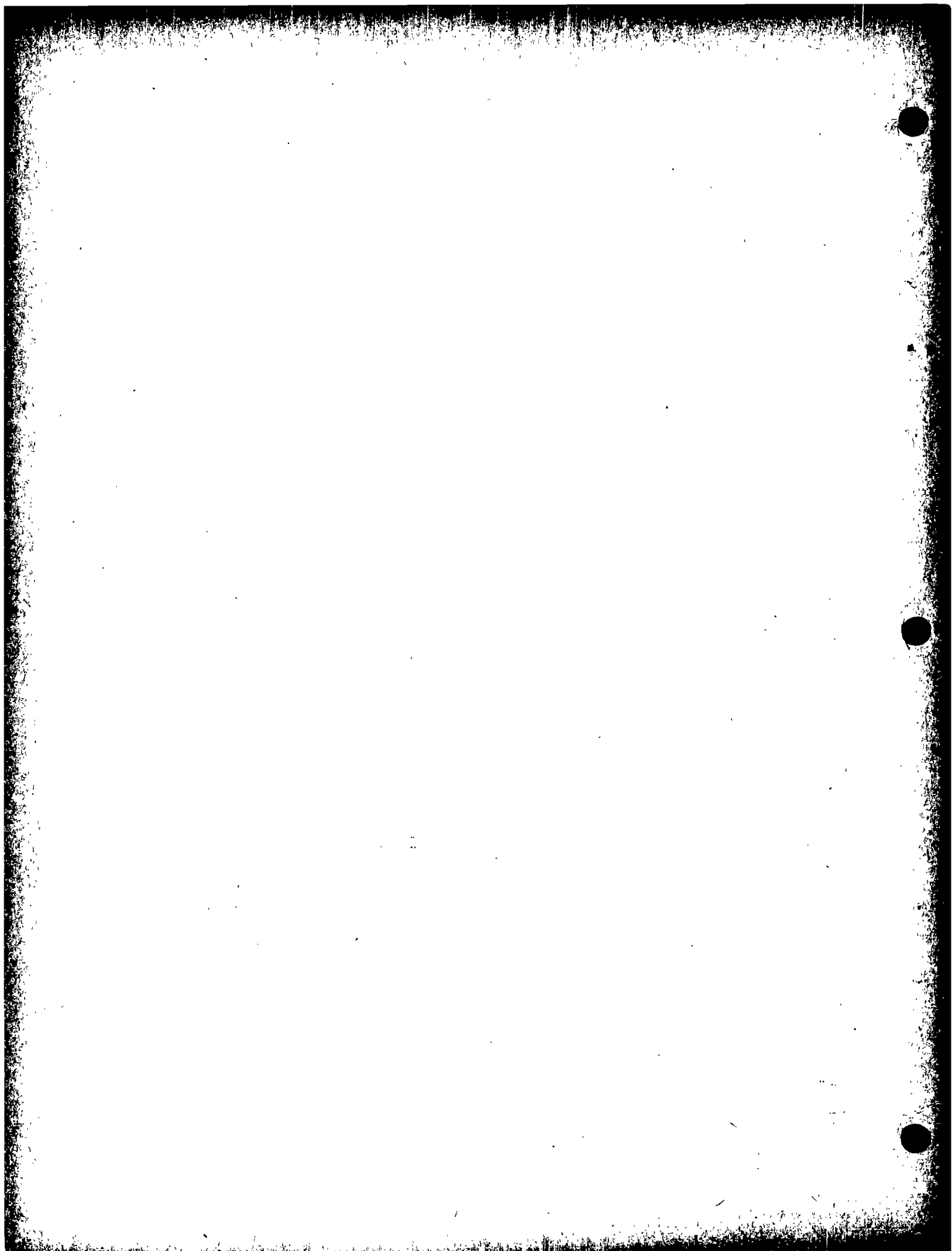
A primary factor in the allocation of a position to this class is the number of isolated communities within the region. This is true because of number of complex problems traceable to this situation alone, such as the necessity for creating independent community systems of government and for the development of methods and techniques to effect the integration of these isolated communities into existing governmental jurisdictions and for adjusting community needs to existing county, state, and federal resources in the fields of fire protection, police protection, day care, education, etc. The presence of a large number of clinics, cafeterias and other facilities within the region does not, in itself, warrant the allocation of the top regional position at grade P-5. On the other hand, another important allocating factor in determining the P-5 level is the presence in the region of "over-burdened" communities, i.e. communities where the influx of War workers has been so great that existing facilities are unable to accommodate the increased population. The presence of such communities adds materially to the administrative and technical problems of the regional projects services adviser. It should be said that no arbitrary number of isolated and over-burdened communities within a region can be set up as the dividing line between P-4 and P-5. If, however, it can be shown that a major portion of the time of the Regional Projects Services Adviser is occupied with problems directly caused by the existence of such communities, the P-5 level for his position may be justified.

P-4, Project Services Adviser

Serves as Chief of the Project Services Section in those regions where the workload is lighter, and where the number of isolated and over-burdened communities is less and problems they present less complex. In this capacity, interprets Central Office policy and procedure, adapting it to the region, and formulates regional project services policy; plans, directs, and coordinates the activities of the Section. In those cases where the top regional position is allocated at P-5, the P-4 position is the second position in the office, the incumbent acting as a full-time Assistant and possessing the same professional qualifications as the Chief. He has immediate responsibility for supervising a squad of lower grade Technicians of the Section. The position also involves extensive contacts with other public and private agencies, Local Housing Authorities, Project Managers, and members of the Technical Operating Sections of the Region. Confers with and advises the Chief of the Section on policy matters and major problems. The work of this position is reviewed almost solely for conformity to policy, technical recommendations being accepted without change.

P-3, Associate Project Services Adviser

This is the journeyman or full performance level and embraces all aspects of the Project Services function. Most of the time of an Adviser at this grade



is spent in field travel, reviewing the project services programs of Local Housing Authorities and of directly-operated projects, analyzing such programs, rendering technical advice and recommending desirable changes. Recommendations, as made through reports to the chief or assistant chief of the section, are usually accepted. However, work is reviewed for technical adequacy and for the sound application of established policy and procedures.

P-2. Assistant Project Services Adviser

At this level, the Technician works in restricted or special fields; for example, day care, health activities, and recreational programs. As a member of the office staff, he analyzes, moderately difficult problems referred to him by higher-grade Advisers, follows up on important questions, conducts correspondence; and generally acts as an expeditor. The incumbent serves as a Junior Field Adviser, accompanying higher-grade Technicians on field trips, but rendering assistance under supervision and without the authority or responsibility for making final recommendations or comments.

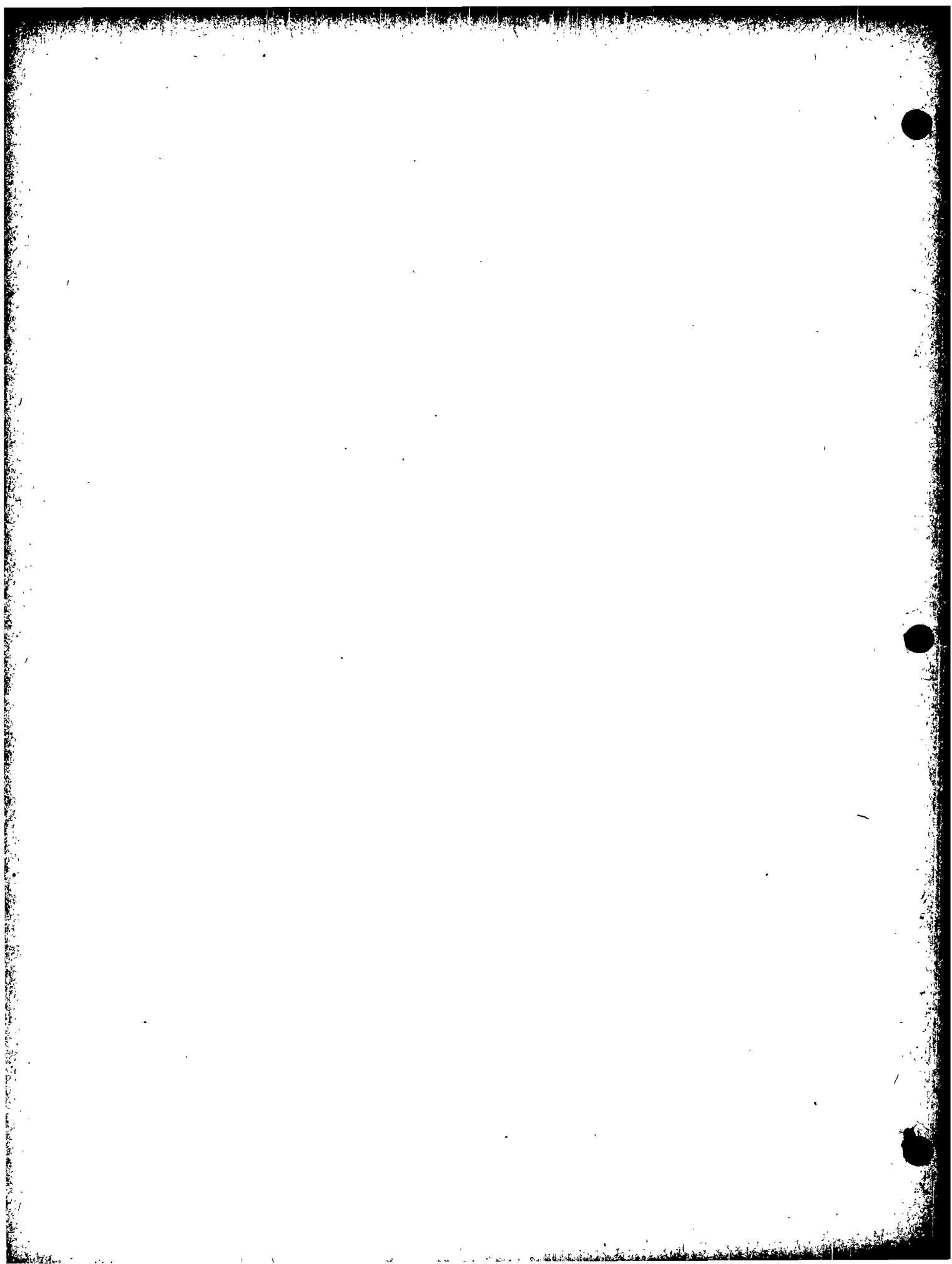
P-1. Junior Project Services Adviser

Serves as a trainee in the profession, performing office work of such a nature as to provide technical development through the use and application of project services terminology, concepts, techniques, and standards, with gradually increasing responsibility to the next higher level in the series.

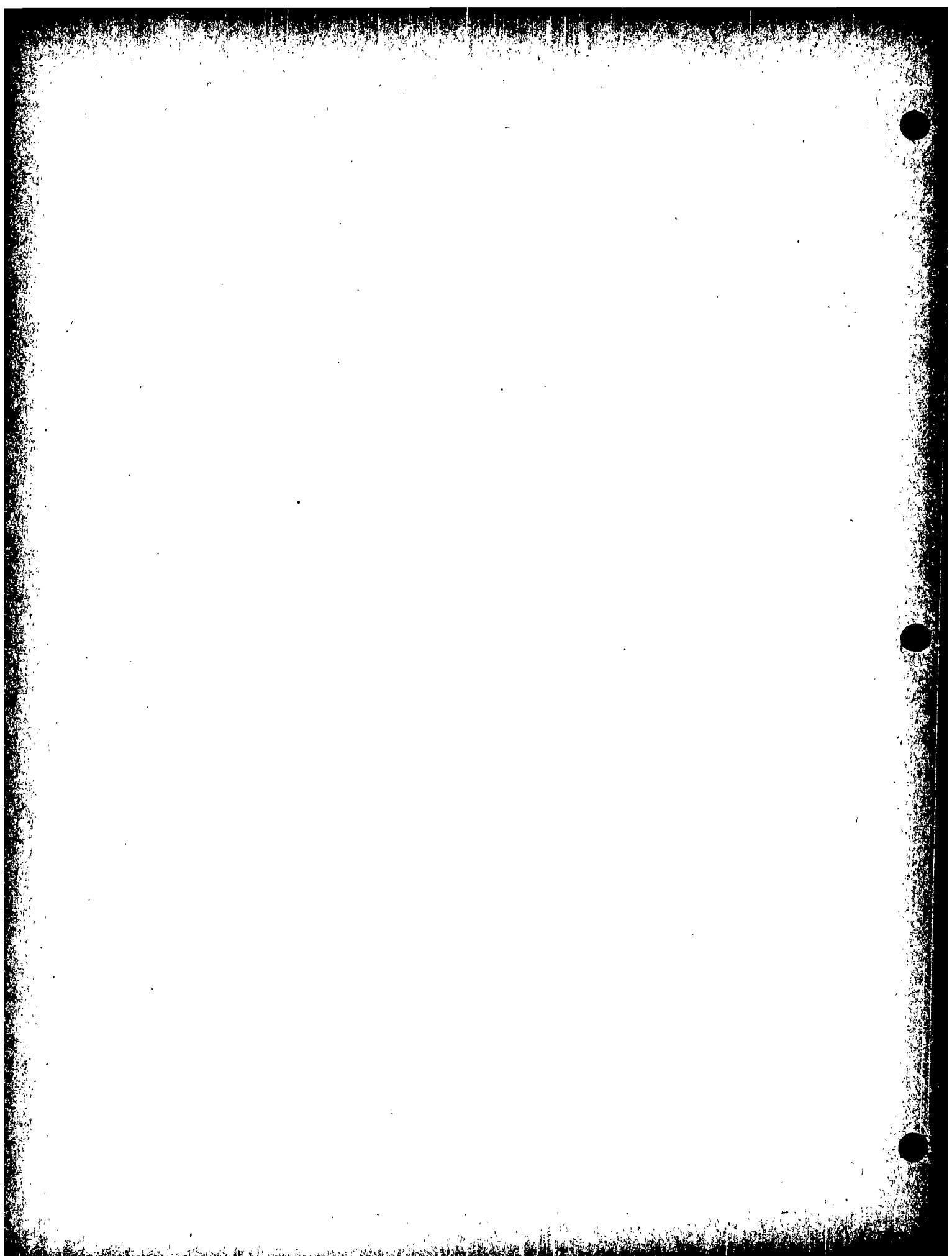
REMARKS

Under the former USEA program the regional project services functions, in a lesser sense, were performed by Associate Housing Sociologists, P-3, who were responsible as well, for all tenant selection functions. Under the FPHA organization, tenant selection (or, Leasing and Occupancy) and Project Services activities have been separated and embodied in two different series of positions. In neither case, however, was it considered that the divorce of the two major fields weakened or reduced the importance of the positions involved. With respect to the Project Services function, the broadening of the housing program to include dormitories, and other temporary shelter projects, trailers, and the necessity for the provision of cafeterias, recreation space, equipment and facilities for all types of projects, has more than compensated for the loss of the tenant selection responsibility, and, in fact, has warranted the allocation of the top regional position at grade P-4 or P-5.

The Project Services Section in the Central Office headed by a P-6, sets policies and procedures for such activities for the entire country. It is the responsibility of the regional office to interpret and adapt such policies and to supplement them with additional policy material where necessary. The Central Office will only post audit and advise on the activities of the regional offices.



It should be noted that President Roosevelt has attached great importance to the provision of welfare and recreational opportunities for defense workers, and, by an executive order in September, 1941, created the Office Of Defense, Health and Welfare in the Federal Security Agency. This Office is responsible for coordinating all welfare functions within the United States for the benefit of war workers, and, to this end works closely with both our Central and Regional offices. The importance thus attached to the Project Services function has helped to strengthen the grade of the positions in this series. At the same time, the very existence of the Office of Defense, Health and Welfare has imposed a ceiling upon the grade structure for Project Services positions in the FPHA. This dual influence, i.e., toward strengthening the function, but delimiting the authority for its independent performance, has been recognized in the allocation of all Project Services Adviser positions, both Central Office and Regional.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: PROPERTY AND SUPPLY OFFICER
PROPERTY AND SUPPLY CLERK

KIND OF WORK

Concerns the establishment and maintenance of property control and accountability of all Government-owned property in the custody of a Regional Office. The purpose of such control and accountability is to insure that an accounting is made for all public property and that such property is safeguarded, preserved and used for the purpose of which it was acquired. To accomplish this purpose it is necessary that (1) definite location of accountability and responsibility for all property be fixed (2) Accurate records of all property transactions be maintained (3) periodical audits and determinations of responsibility for loss, destruction, or damage to public property be made, and (4) periodical inventories be taken and checked against the records to insure that property carried on the records is actually on hand.

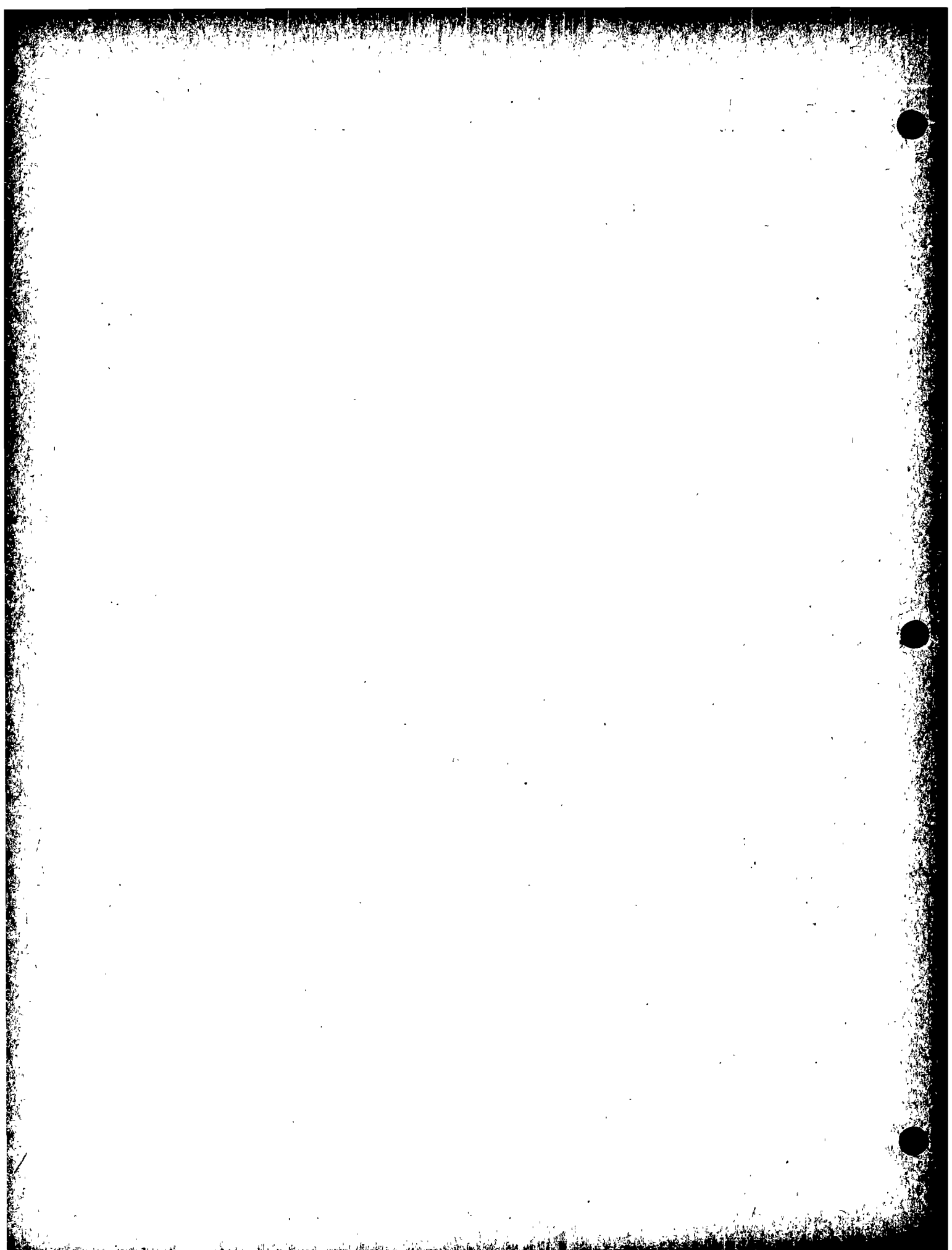
GRADE LEVELSCAF-7, Junior Property and Supply Officer (Regional Property and Supply Officer)

As Regional Property and Supply Officer is responsible for the conduct of all activities pertaining to the establishment and maintenance of property control and accountability of all Government-owned property in the custody of the Regional Office. Interprets and installs procedures to provide for property control and accountability. Directs reporting, recording, warehousing and control and disposition and maintenance of property. Guides the members of his staff and the field offices in the classification and identification, movement and recording of property. Determines when expendable property is to be recorded and insures accounting of all property. Reviews reports of surplus property, property lost by fire, theft or damage and property expended through wear; prepares recommendations to the Central Office on disposition of property. Carries out decisions of Central Office Board of Survey. Serves as secretary to the Regional Board of Survey. Accumulates all necessary information required by the Board and prepared reports for its consideration.

The incumbent of this position should be well versed in modern methods of property accountability and record keeping. He will be required to make frequent field trips to the project sites in order to check field operations for conformity with established policies and procedures.

CAF-5, Senior Property and Supply Clerk

Serves as assistant to the Junior Property and Supply Officer and acts in his absence with full responsibility for property control and accountability in a Regional Office. Makes field trips in order to take physical inventory of



property. Notes irregularities regarding use of property or absence of property. Prepares reports and recommendations on necessary steps to be taken. Reviews methods of keeping records in the field and suggests changes to improve the system. Takes inventories of property in the Regional office to determine missing, unduly depreciated, surplus or unusable equipment as well as unrecorded transfers of property from one office to another. Recommends disposition of all such property in accordance with prescribed procedures. The incumbent of this position should supervise a considerable number of property and supply clerks of lower grades engaged in the detail work of taking inventories, posting to and maintaining records of property of considerable value including a large variety of technical expendable or non-expendable items. Responsibility for such items alone as stationery, office supplies and other similar items does not warrant allocation to CAF-5. This is a position which cannot be duplicated.

CAF-4, Property and Supply Clerk

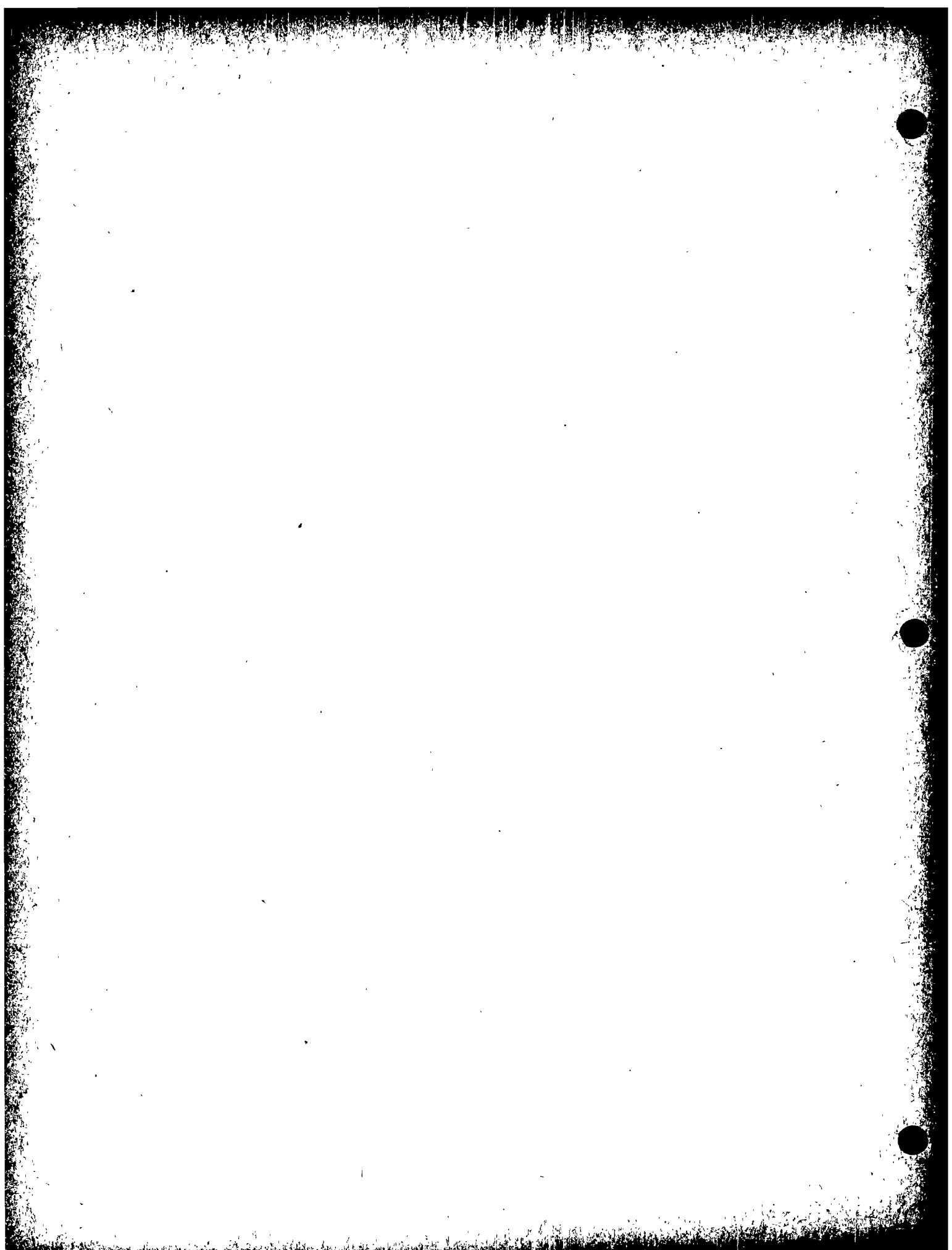
Responsible for the maintenance of property records and the preparation of property reports by individual items. Usually supervises several employees in lower grades. Receives reports from the field on existence of surplus property and determines need elsewhere and submits recommendations for disposal. Reviews request for supplies and equipment and approves or disapproves. Computes depreciation in accordance with established tables. Conducts correspondence with project offices concerning discrepancies in records, disposition of property, etc.

Complete responsibility resides in this position for the maintenance of project records of expendable and non-expendable equipment. However, additional positions at this level may be established where the system of record-keeping requires a sub-unit form of organization. In other works a sub-unit may be established to control warehouse property accountability; another for project property accountability. Where this is the case the CAF-4 Property and Supply Clerk will be the responsible head of the sub-unit. Of course, such organizations will depend on the work load. It should be emphasized that record-keeping of expendable items is not regarded as CAF-4 work.

CAF-3, Assistant Property and Supply Clerk

Either:

Maintains property records of expendable and non-expendable items as a member of a squad under a Property and Supply Clerk, and in such capacity is responsible for a specific phase of the work. Characteristic duties are the recording of such information as a description of the item, cost, serial number, to whom issued and reason for transfer. The incumbent is personally responsible for accuracy of records. Determines classification of property; refers the more complicated questions to the Property and Supply Clerk. Occasionally conducts correspondence on discrepancies in the records. Often supervises a small group of Junior and Under Property and Supply Clerks.



Performance of this position requires a good knowledge of the procedures and methods followed in the Region for maintaining property control and accountability, familiarity with the different kinds of equipment and supplies used or stored in the Regional Office, and the ability to maintain accurately a considerable variety of records.

Or:

Responsible for anticipating the needs of regional and project offices and for requisitioning supplies to meet these needs. Disburses supplies and forms and maintains appropriate records. Charges against appropriate accounts the value of stock distributed. Maintains perpetual inventory records showing status of all items at all times.

CAF-2, Junior Property and Supply Clerk

Either:

Responsible for performance of detail work in connection with the maintenance of records to reflect property accountability in a Regional Office. Posts detailed information from various sources requisitions, invoices, etc., to the proper records.

The incumbent of this position is not responsible for the maintenance of records.

Or:

Under the supervision of an Assistant Property and Supply Clerk, checks requests for supplies against general schedule for correctness of description, signatures, item numbers, cost, and prepares requisitions, shipping forms etc. Fills requisitions and posts to records showing stock shipped and stock on hand. Furnishes information on status of requisitions.

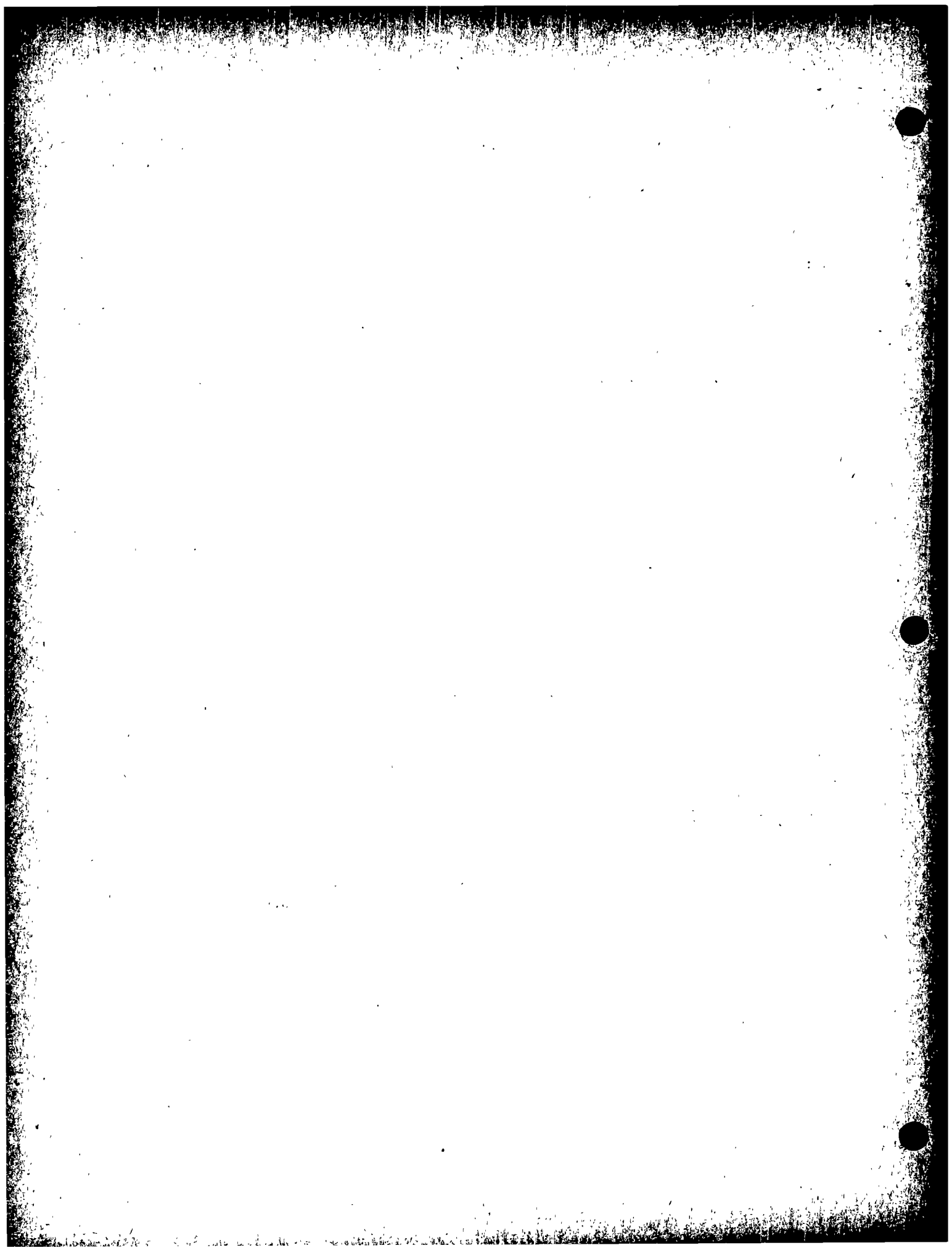
CAF-1, Junior Property and Supply Clerk

Performs routine duties, such as copying or placing identification numbers on non-expendable equipment, maintaining simple files, assisting higher-grade clerks in taking inventories, and preparing simple forms.

REMARKS

The Regional Property and Supply Series, particularly the position of the Regional Property and Supply Officer is affected by the Central Office responsibility for over-all control of all FPFA property. In this capacity the Central Office establishes and provides for the:

Rules and regulations for determining what property is to be included in property accounts,



Procedures for the proper recording and control of property,

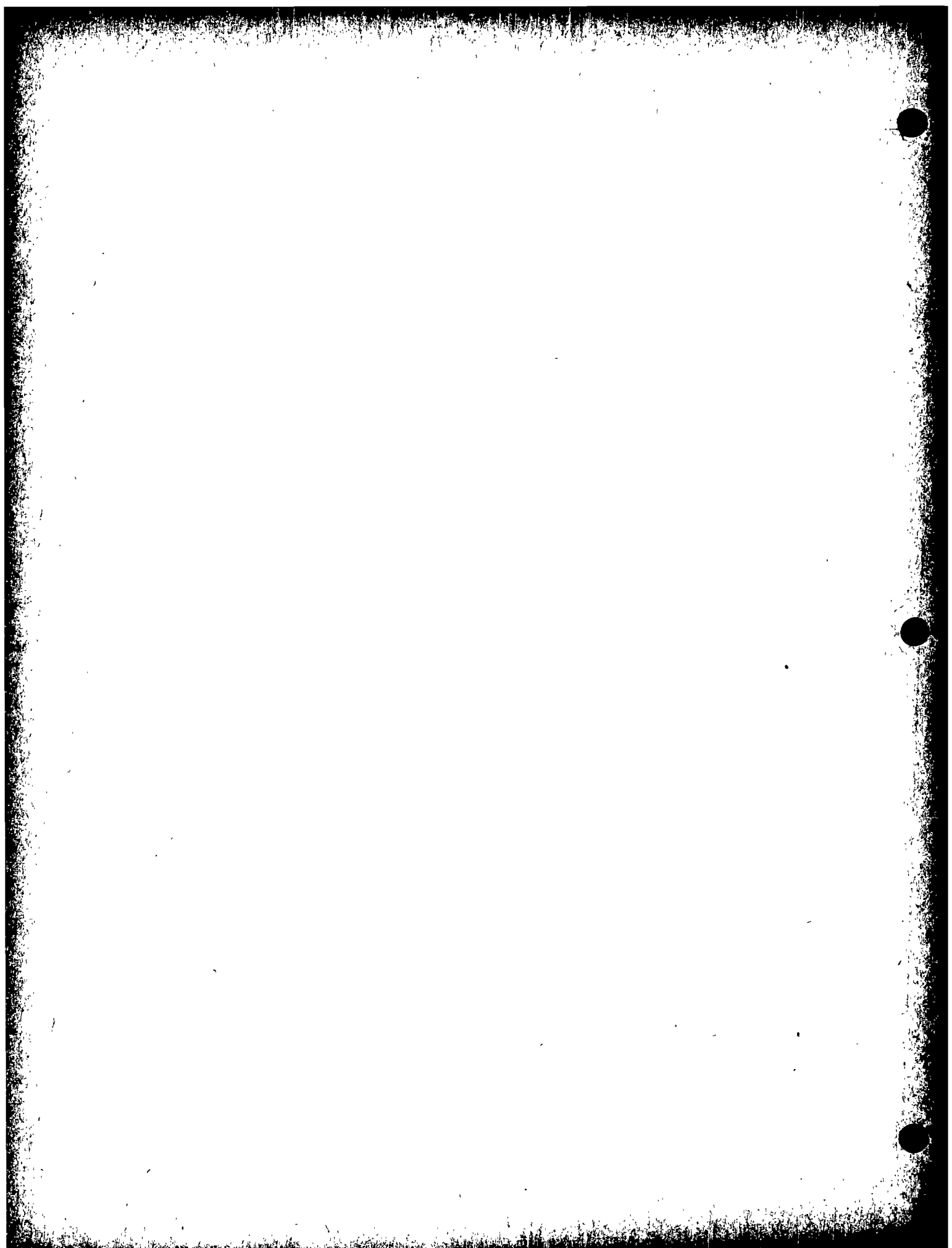
A standard classification of property,

Designation of forms for recording and control for each separate unit of property and a file breakdown of such forms,

Standard procedure through which to acquire, transfer, and dispose of property.

A physical control of property through the individual property cards and

The accounting for property through regular inventories, inventory audits and property reports.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: RACIAL RELATIONS ADVISER

KIND OF WORK

Concerns the effectuation in a regional office of the racial policy of the FPHA in all phases of the War Housing Program; the interpretation of the public housing program to racial minority groups and, generally, the rendering of assistance in the adjustment of all types of development and management problems and controversies which involve racial issues.

GRADE LEVELS

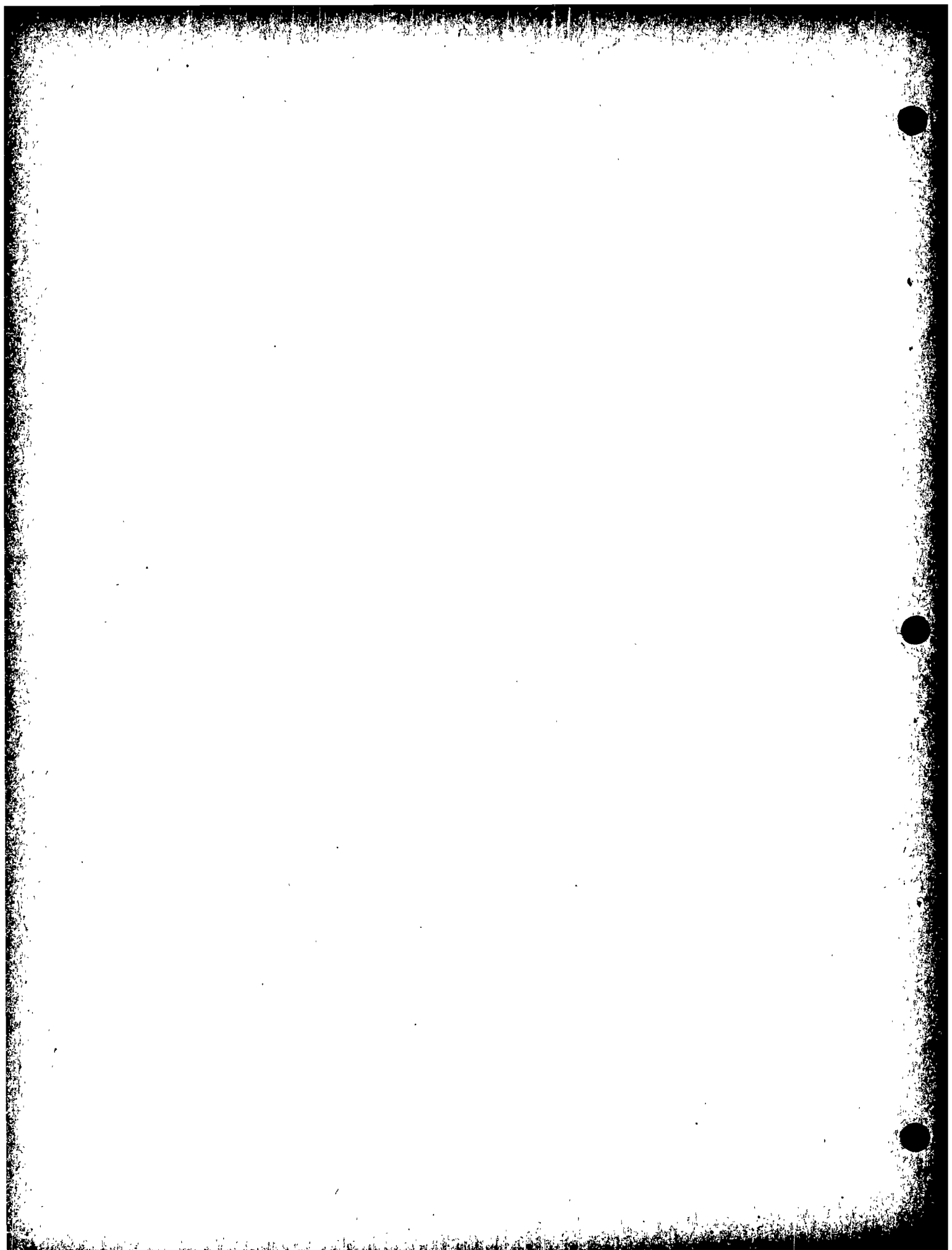
P-4, Racial Relations Adviser

As the Racial Relations Adviser for a regional office, and under the administrative supervision of the Assistant Director for Project Management, is responsible for carrying out and interpreting the racial policies of the FPHA established in the Central Office. Recommends solutions to problems of racial discrimination arising in connection with the War Housing program. Advises on the selection of sites, involving visits to sites under consideration, the study of area maps, and the application of a general knowledge of the racial pattern of the area to the end that future racial difficulties may be avoided. Collaborates with National Housing Agency representatives in determining housing needs for minority groups within the Region. Checks payrolls for compliance with stipulated percentages of negro labor to be hired in the construction of FPHA projects, and in the event of non-compliance, analyzes the situation and fixes responsibility for discrimination upon either the Local Housing Authority, contractor, or unions involved. In obtaining compliance with the racial policy, the Racial Relations Adviser works closely with the Labor Relations Advisers and the Central Office assists the Housing Management Advisers and Local Housing Authority's in executing sound racial relations practices incident to tenant selection, community relations and other aspects of the management program. As a major duty, the Racial Relations Adviser interprets the public housing program to racial minority groups of the Region.

Factors in the allocation of this position to grade P-4 are the wide scope of activities covered, the comparative independence of operation, the variety of contacts involved thorough knowledge of racial problems and the racial pattern of the Region are required in the performance of the duties.

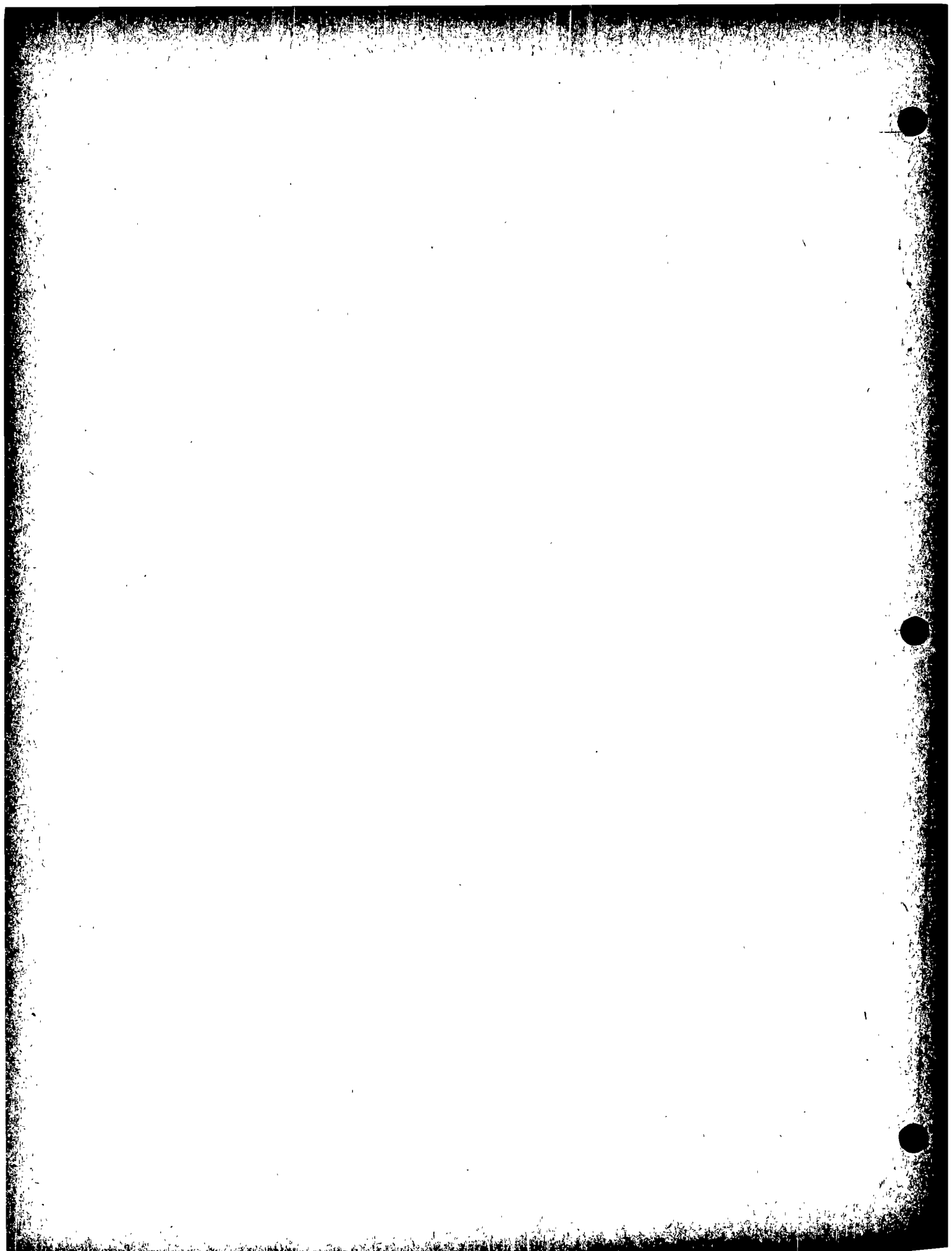
REMARKS

Only one grade level in a regional office seems feasible in this series at the present time, and it has been established at P-4 only after careful study and investigation. Although the racial relations function covers almost every phase of housing, it does not involve the difficulties of final and



on-the-spot decision that are included, for example, in the position of a Senior Labor Relations Adviser CAF-12. The latter must make immediate decisions to prevent work stoppages during the construction of a project, and such decisions bear greater weight upon the effectuations of the War Housing program than to the recommendations of the Racial Relations Adviser upon a problem of discrimination. It is also true, that the Labor Relations Adviser adjusts through contacts and negotiations with the International labor unions many cases of discrimination against negro labor where the Racial Relations Adviser is unable to follow through on his own recommendations, thus removing some of the major difficulties from the position.

The Office of Racial Relations in the Central Office, headed by a P-6, sets policies and procedures for such activities in the country and determines the percentages of negro labor to be hired in the construction of FPHA projects. This Office also post-reviews carefully the work of the Regional Racial Relations Advisers, and is a ready reference for advice and assistance in the solution of problems arising in the field.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: RENTAL ADVISER

KIND OF WORK

Concerns the study and analysis of housing needs in specific areas; the determination of rentals to be charged by the FPHA involving consideration of economic rent, rent charged for comparable housing, income levels to be served; the development of graded rents to meet variations in income levels; the evaluation of management programs for both FPHA-aided and War Housing projects with respect to rents and market to be served and the recommendations of modifications to reflect changing needs in rents and types of housing to more fully satisfy local requirements.

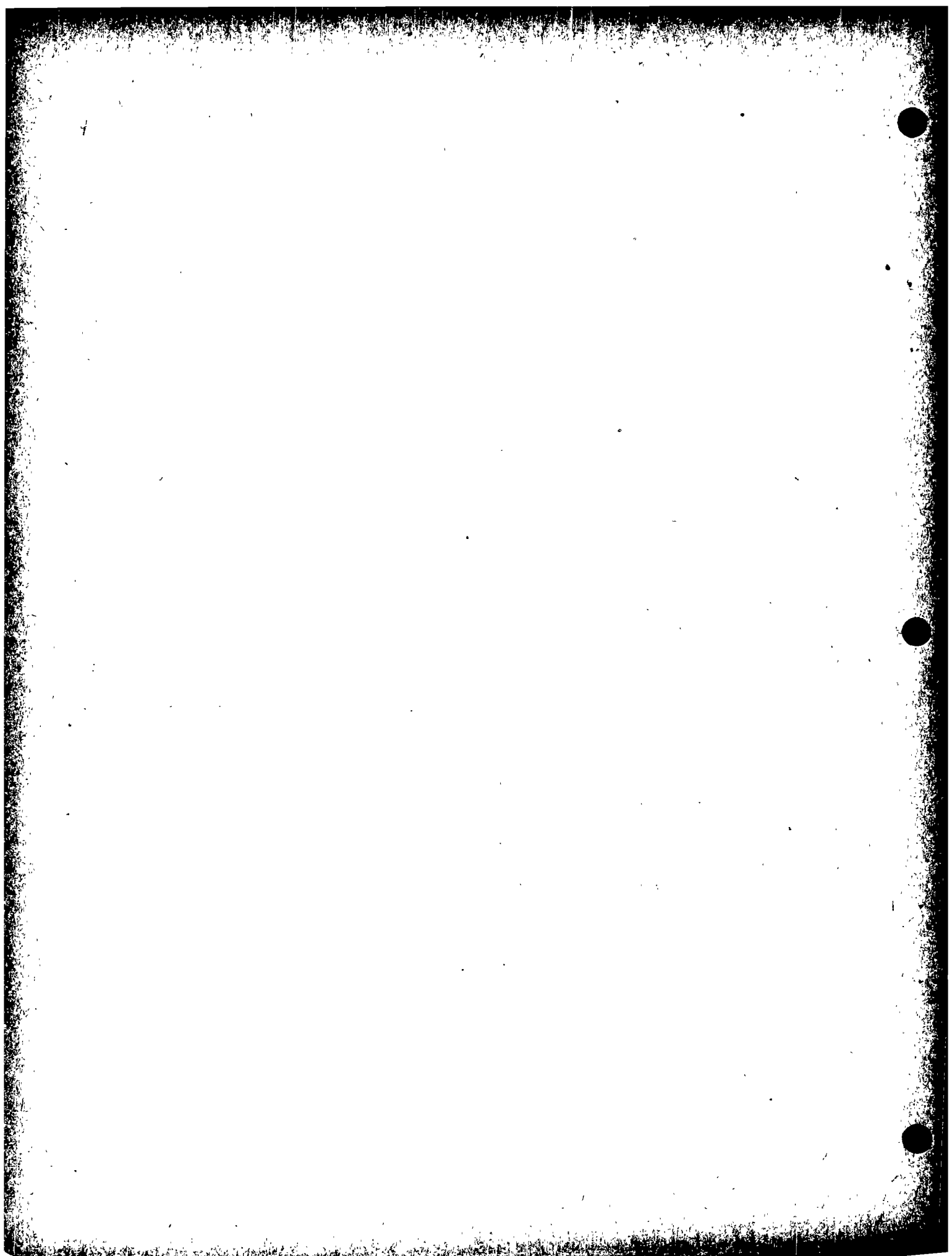
GRADE LEVELSP-5, Senior Rental Adviser

As chief of the section is responsible for the rental and market analysis activities within the region, interpreting Central Office policies and procedures and adapting them to the needs of the region. Formulates and establishes regional policies for market and rental analysis activities and plans and directs the work of the professional and clerical employees of the section. Plans, directs and analyzes the results of market analysis studies within a specific area, such studies including data on prevailing rents, vacancy ratios, incomes, employment and production trends, existence of and rents paid for comparable housing, family composition, etc. Prepares or supervises the preparation of reports based on market studies setting forth the housing need by unit size and recommending rentals to be established for different types of housing accommodations and varying income levels. Reviews and evaluates periodically the effectiveness of the management program, with respect to market and rental aspects and recommends changes in the program to meet local needs.

The incumbent of this position should have a broad and progressive background and experience in planning and developing advanced survey programs, making analyses and interpretations of economic data relating to housing need, considerable training in fields, preferably Housing, requiring the application of professional Statistics and Economics, and the ability to conduct effectively important and delicate negotiations.

P-4, Rental Adviser

This is the journeyman or full performance level and embraces all aspects of the Rental Analysis function in a regional office. The incumbent spends considerable part of his time in the field making independent studies and analyses of housing needs in specific localities and recommends types of housing accommodations required and schedules of rentals to be established.



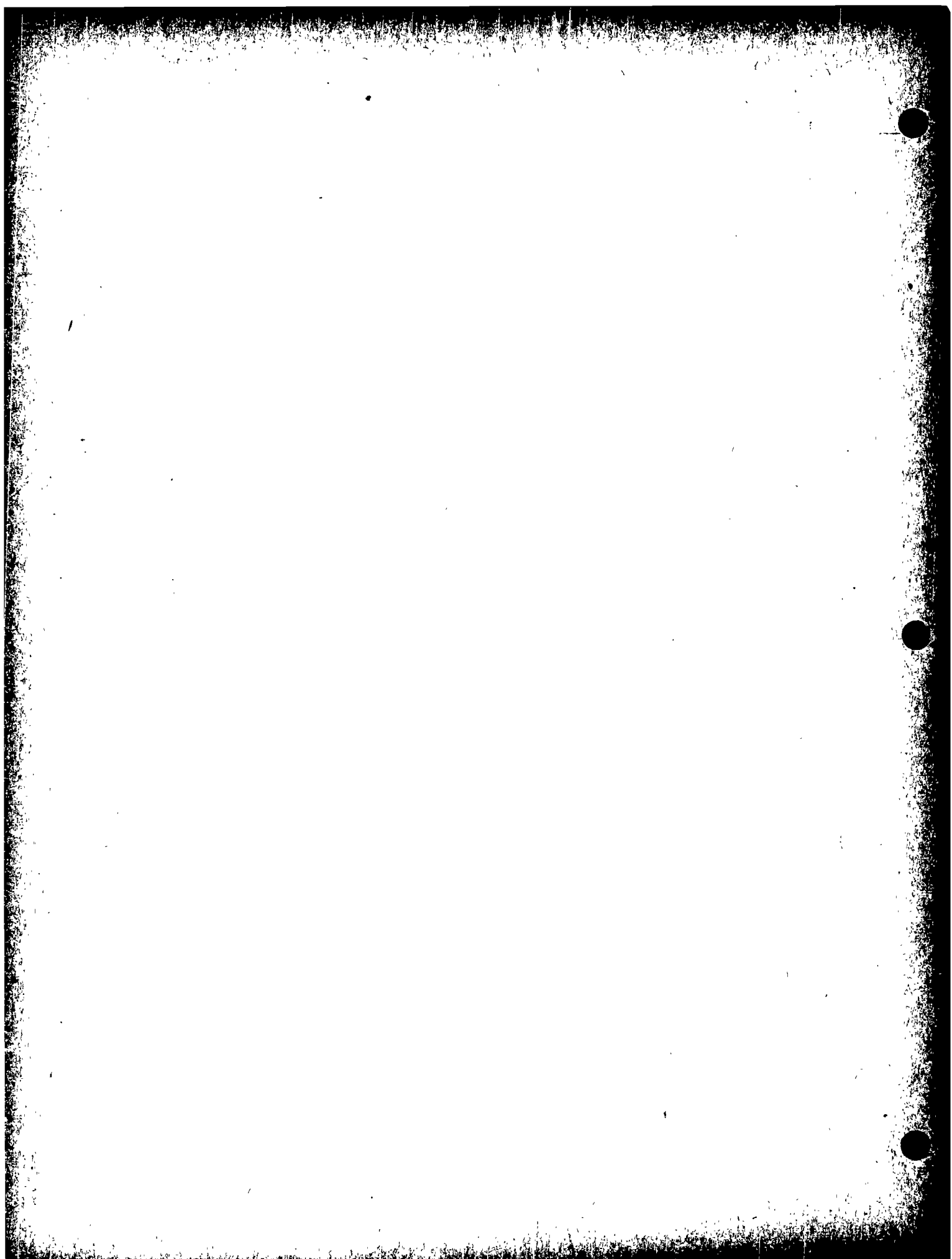
The incumbent is responsible for making his own contacts, determining methods and sources and is responsible for the technical adequacy of his work. His work is reviewed chiefly for conformance with policy.

REMARKS

In the Central Office resides the responsibility for formulating the policies and procedures to be followed by the Regions; for evaluating Regional performance in terms of consistency and conformity; and for investigating troublesome situations in the field and for serving the Regions with basic materials, manuals and other aids. The position responsible for the conduct of these functions is classified at P-6.

It should be noted that only two levels have been established in this series. No information is available as to the need for positions at lower levels or what duties and responsibilities could be performed at lower levels. This does not imply that should the need manifest itself such positions cannot be established.

Where the work-load in terms of number of units and number of localities does not require the full-time services of a regional Rental Adviser at P-5 the position may be combined with the Tax Adviser as Regional Tax & Rental Adviser at P-5. Subordinate positions in such instances may be established at P-4 in each field, Tax & Rental Analysis.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: STATISTICAL CLERK

KIND OF WORK

Concerns the performance of clerical work requiring a knowledge of statistical methods involved in collecting, compiling, verifying, analyzing statistical data; the preparation of reports in tabular or graphic form involving editing, computation and tabulation. More specifically, concerns the verification of statistical data on progress costs, tenancy, and other data submitted in reports or questionnaires for adequacy, consistency, internal accuracy, conformity with instructions, policies or procedures; the conduct of correspondence with respect to inadequate submissions; the preparation of reports and control records in tabular or graphic forms in accordance with instructions received from members of the professional staff.

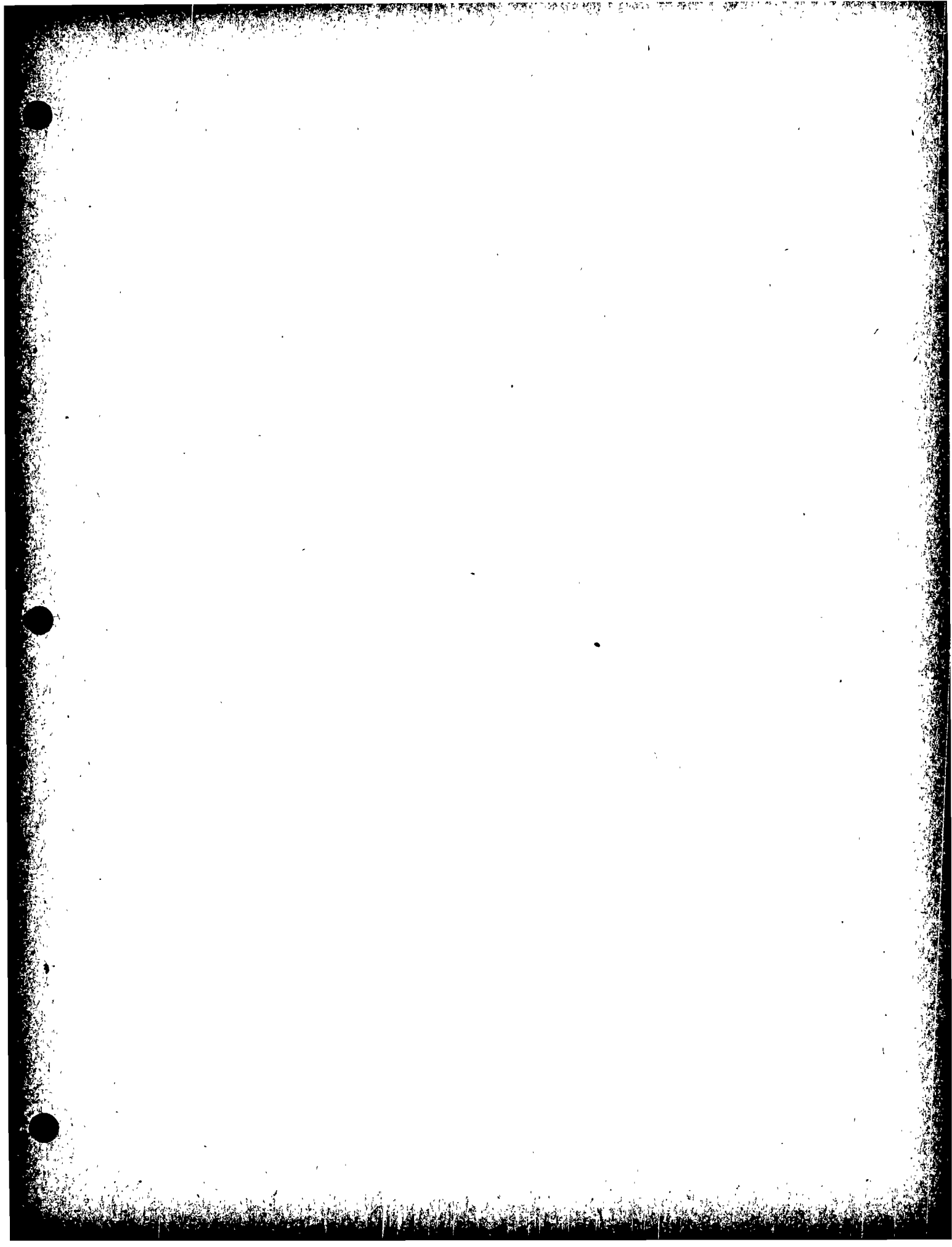
GRADE LEVELSCAF-5, Senior Statistical Clerk

As a unit head, such a unit consisting of at least five statistical and assistant statistical clerks, is responsible for planning, assigning and coordinating the work of the unit, and for reviewing such work for accuracy and conformity with procedures. Conducts correspondence on inadequate submission; develops work sheets, graphs, charts, tables as required; verifies and analyzes statistical data to be used by professional statisticians in preparing reports, all requiring the application of a knowledge of statistical processes and formulae.

There are very few individual non-supervisory positions at this grade. As a performance worker, the statistical duties involved are advanced, bordering on professional statistical work or work in economics, and may require, to a high degree, a knowledge of laws, regulations, accounting procedures, and subject matter.

CAF-4, Statistical Clerk

This is the journeyman grade in the clerical statistical series and involves responsibility for the processing of difficult data and the application of a knowledge of statistical processes and techniques. Examples of duties include: reviewing statistical reports to determine completeness and consistency of data and compiling periodic or special statistical reports on progress, cost, tenancy and other operating statistics, involving familiarity with the data; also answering the most difficult questions referred by CAF-3 Assistant Statistical Clerks; and the preparation of summary sheets and technical tabular material.



Responsibility in this position is usually final. Little review is made, except perhaps occasional spot checks, for the accuracy of the computations and the completeness of the reports.

CAF-5, Assistant Statistical Clerk

Responsible for computations, such as in preparing tables, weighted averages, or seasonal variations, but more essentially this level requires responsibility for checking, verifying, computing and assembling original statistical data pertaining to construction costs or progress, contract awards, tenancy information, etc. for adequacy, suitability, discrepancies, compliance with instructions and procedures. Makes minor changes or corrections in material, posts to and maintains records, and assists in the compilation of reports and summaries.

At the CAF-3 level there is considerably more editing and verifying than at the CAF-4 level. More difficult schedules are handed to the CAF-4, who also has full responsibility for the preparation of reports, tables, correspondence. The work of the CAF-3 position is reviewed for accuracy of computations.

CAF-2, Junior Statistical Clerk

Responsible for simple coding involving a limited number of symbols. Reviews schedules for obvious errors; verifies the work of others by arithmetical processes; posts data to records; transcribes reports and data from field material to tabulation sheets; checks simple reports for arithmetical accuracy.

Ability to operate calculating machines is usually required.

REMARKS

The grade to be most frequently found in this series is CAF-3. While CAF-4 was mentioned as the journeyman level, positions at this level require considerable individual responsibility for the analysis and editing of very difficult schedules and questionnaires requiring a good knowledge of the subject matter.

CAF-5, Senior Clerk-Stenographer

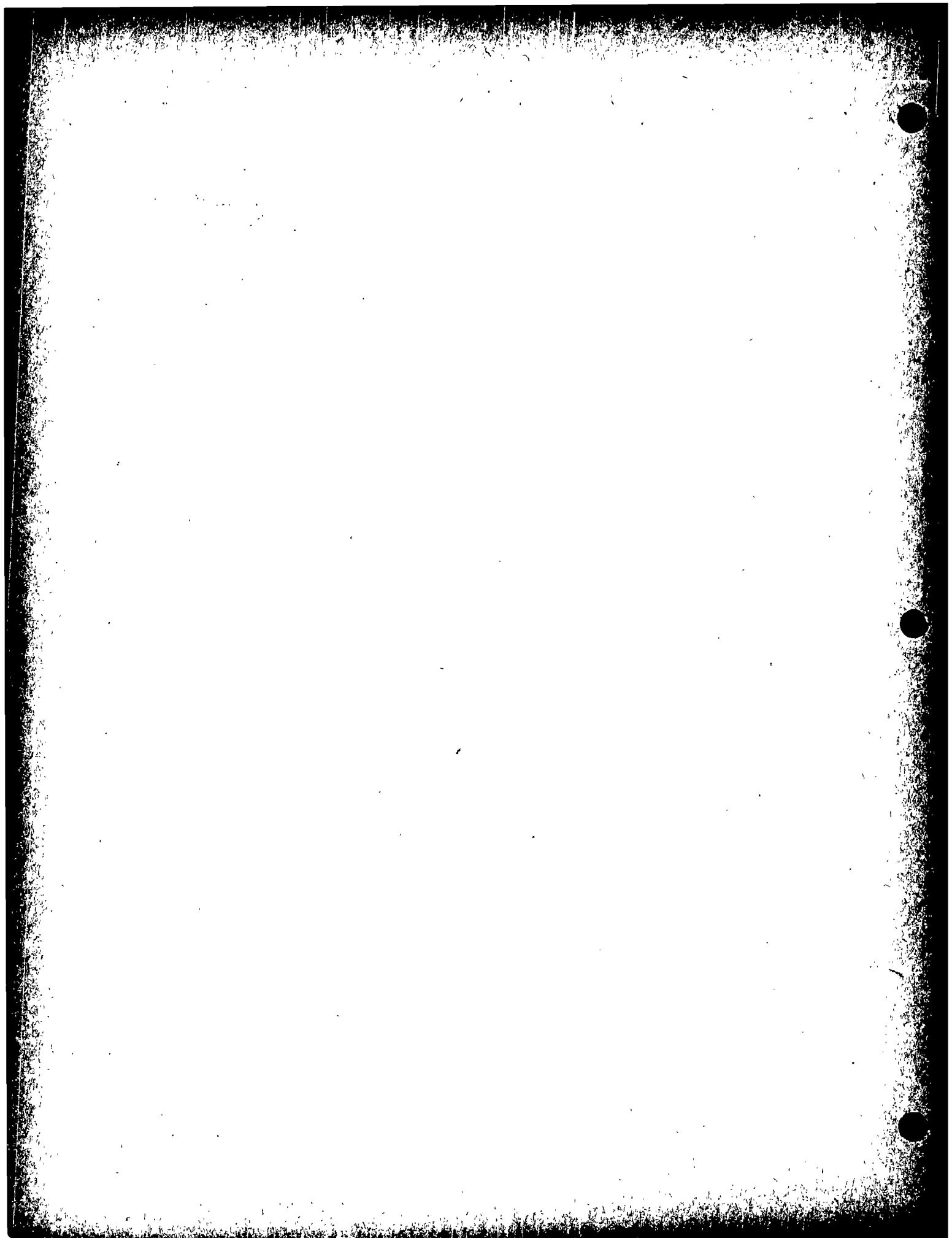
Incumbents of positions at this level are secretaries to the Assistant Regional Directors with responsibility for the following duties:

Serves as focal point for information regarding the activities of the Branch. Supervises the work of stenographers of lower grade; takes and transcribes long-distance telephone calls verbatim, conferences, confidential dictation; interviews applicants for clerical positions; suggests procedures for the improvement of the operations of the office; receives and routes mail, prepares communications of a confidential and technical nature for the Assistant Regional Director; compiles and assembles data from very general or minor instructions into reports; investigates the status of assignments to the staff; follows up on personnel actions; initiates and maintains contacts with other divisions and sections of the Regional Office, Central Office, and public and private h using agencies.

The incumbent of this position has complete responsibility for initiating and maintaining contacts with high officials of the Regional Office, local officials, private industry. The position requires specifically an individual with ability to understand and devise work methods, to establish and maintain working relationships as well as having a good knowledge of the operations of the Regional Office, with particular knowledge of methods and procedures of either the Management, Development or Administration Branch, as assigned.

CAF-4, Clerk-Stenographer

Positions at this level are usually, but not always, found in the office of the Chief of a major Section, where the work is of a wider scope and of greater variety than in a smaller office. The major responsibility is for serving as a focal point for information concerning the activities of the Section. The incumbent of this position is responsible for assembling material from broadly indicated sources involving the weighing of importance of different types of material. Reads and extracts, or calls attention to, material pertinent to the section, and determines presentation of reports, with responsibility for excluding unnecessary details. Maintains contacts with officials, of both public and private agencies. May be responsible for establishing contacts with libraries, institutions, or government agencies as directed in order to gather material or for other purposes. May have general or direct supervision over the work of three to ten stenographers of lower grade; in this connection, planning, assigns and reviews completed work for grammatical accuracy, proper form and set-up, and advises clerical personnel when problems arise. Makes statistical or narrative reports from files and other sources; makes computations; supplies information of a non-technical nature; reviews, examines and processes reports and documents. Supervises the maintenance of the files, receives and routes mail, takes and transcribes technical dictation, notes of long-distance telephone calls and conferences, using discretion as to inclusion or exclusion of material, and arranges conferences and appointments.



The presence of the reporting function with determination as to the proper presentation of the report, and the responsibility of acting as a source of information concerning activities of the Section, are important allocating factors in this position; other factors are the composition of more than routine correspondence, the review and processing of documents, and the maintenance of contacts with regional officials.

OR:

CAF-4, Clerk-Stenographer (Pool Supervisor)

The incumbent of this position has responsibility for making assignments of stenographers to the various offices upon request. Checks completed work for grammatical accuracy and form and gives instructions to the stenographers relative to the proper set-up of the work. Records amount of work done; supervises the maintenance of the files on general orders and regulations, and keeps record of and approves leave. As supervisor, is also responsible for orientation training of all new employees.

In allocating to CAF-4 level, if the number of CAF-3 stenographers in the pool negligible, the pool should contain about 25 stenographers. This grade may be valid in smaller pools provided the supervisor is responsible for continuous formal training as well as orientation training. In such instances, however, the pool should contain approximately 15 employees.

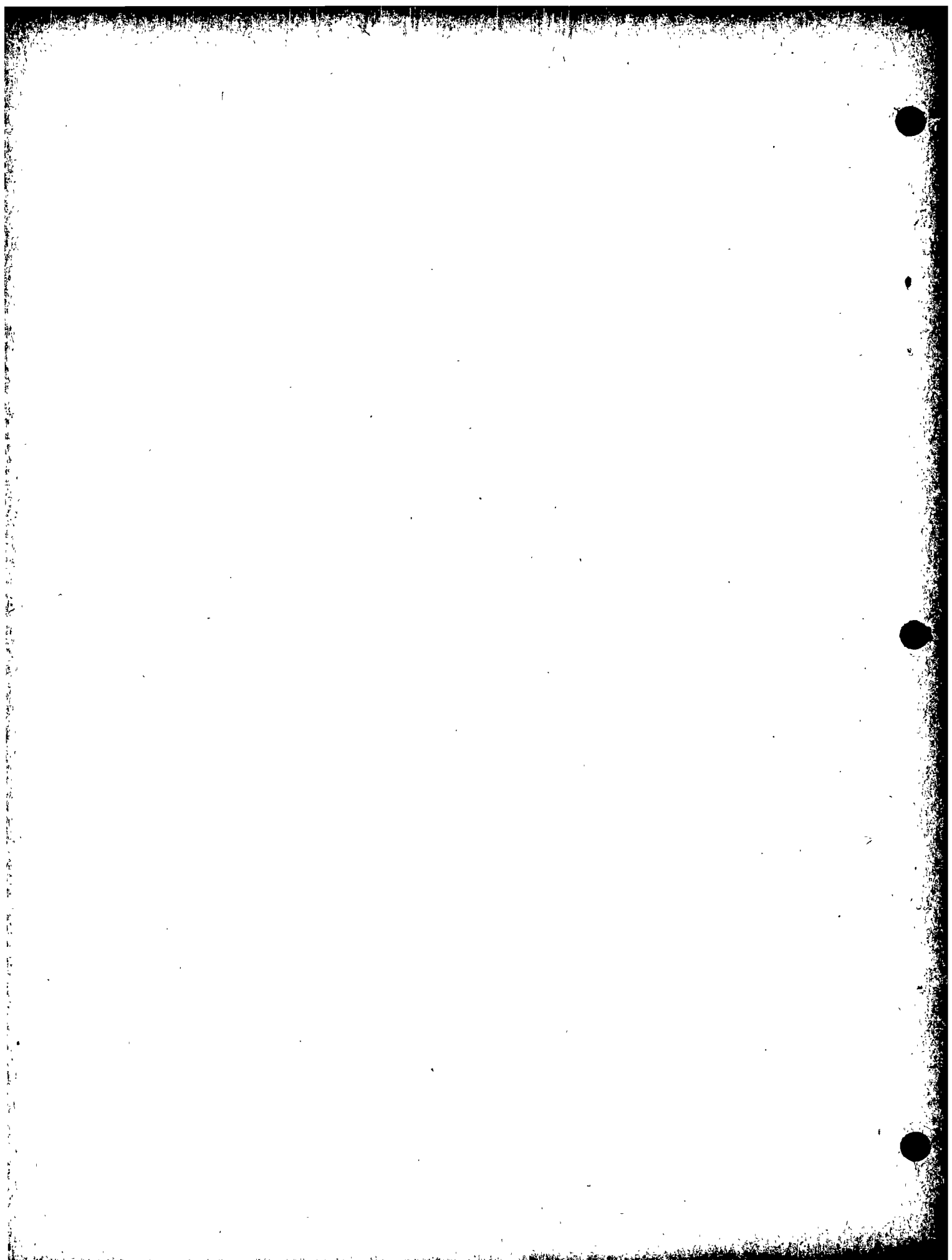
Where, the pool supervisor has responsibility not only for the above mentioned duties, but also for the conduct of a formal training program (drilling for speed and accuracy), and the supervision of about 50 employees, Grade CAF-5 is valid.

OR:

CAF-4, Principal Stenographer

Dictation taken by a stenographer at this level involves subject matter in a considerable number of professional fields and the constant use of technical, or unusual works and phrases.

For a substantial portion of the time, reports verbatim the proceedings of conferences attended by regional and other government officials, contractors and Central Office as well as local officials, without the privileges of requesting repetition; transcribes and makes a preliminary edit of the reports; in the more informal conferences, decides what is important and takes in shorthand the salient points of the proceedings. In addition to the foregoing, takes and transcribes such dictation as legal briefs, opinions, memoranda, economic analyses, financial reports, and special informational reports; occasionally substitutes for CAF-4 and CAF-5 secretaries and, as required, types involved statistical tabulations and manuscripts from rough draft or plain copy.



CAF-3, Assistant Clerk-Stenographer

The incumbent of a position allocated at this level acts as secretary to a Section head where the functions are not broad and complex, or a Unit head engaged in performing a responsible and difficult phase of a Section's activities. Takes and transcribes dictation from one or more employees in the Section or Unit. Takes verbatim reports of long-distance telephone calls, draws from them information for her office records, and submits typewritten copy to superior for his action on matters mentioned therein. Takes outline notes of conferences and supplies the head of the office and others with copies of instructions given therein. Composes routine correspondence of a non-technical nature without instructions. Performs minor research and checks and gathers information of the status of projects or locations of men in the field. Receives all visitors to the office and makes appointments. Gives out information on general, established office procedures. Classifies material for filing, receives records, and routes mail.

The important allocating factors in this position are: the application of a knowledge of policy and procedure to the activities of the Section or Unit, generally managing the administrative details, obtaining and giving out information and maintaining contacts.

OR:

CAF-3, Senior Stenographer

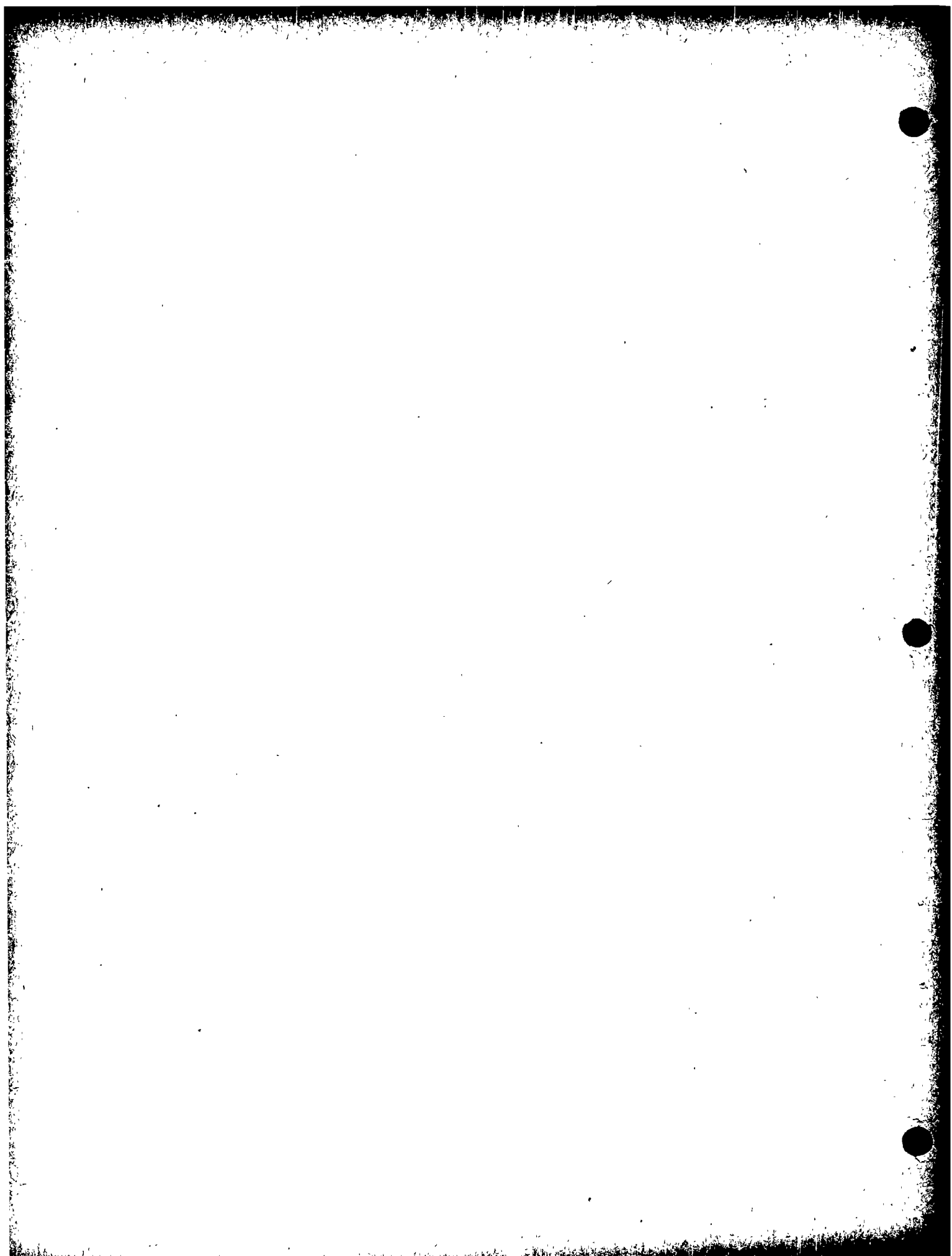
The incumbent of this position may be assigned to a stenographic pool and perform the following functions:

In the absence of Grade CAF-3 or CAF-4 secretaries in various offices of the region assumes their responsibilities, such as dictation of more than average difficulty. Incumbent arranges and types tabulations and charts requiring independent decision as to arrangement, spacing, codes, etc., and performs clerical duties pertaining to the work of the Section. The incumbent of this position may be permanently assigned to an office in the region and for a major portion of the time, may take and transcribe dictation of difficult technical material where the terminology varies constantly. Only a very minor portion of the time is spent in clerical functions.

Dictation performed at this level is of more than average difficulty, involving thorough knowledge of the technical terminology in general use in the regional office. This distinguishes this position from that of Junior Stenographer.

CAF-2, Junior Clerk-Stenographer

The incumbent of this position is responsible for taking and transcribing dictation, involving a vocabulary which can be learned with a reasonable training period. Takes and transcribes correspondence, memoranda, reports, and other dictation; composes and types form letters of acknowledgment;



files, memoranda, bulletins, and administrative orders; upon inquiry gives out information which has been generally distributed. Does not make any interpretations or "discussion" contacts. Answers the telephone and relays calls to the employee in question; maintains alphabetical or chronological files; files material already classified; classifies some of the simpler material; types reports from rough draft and finished copy.

This is the beginning level position for the Clerk-Stenographer series. The incumbent of this position receives definite and specific instructions as to work performance. A recognition of words used for spelling purposes is necessary. In such a position, clerical responsibility exists for the more routine phases of a Section's activities.

OR:

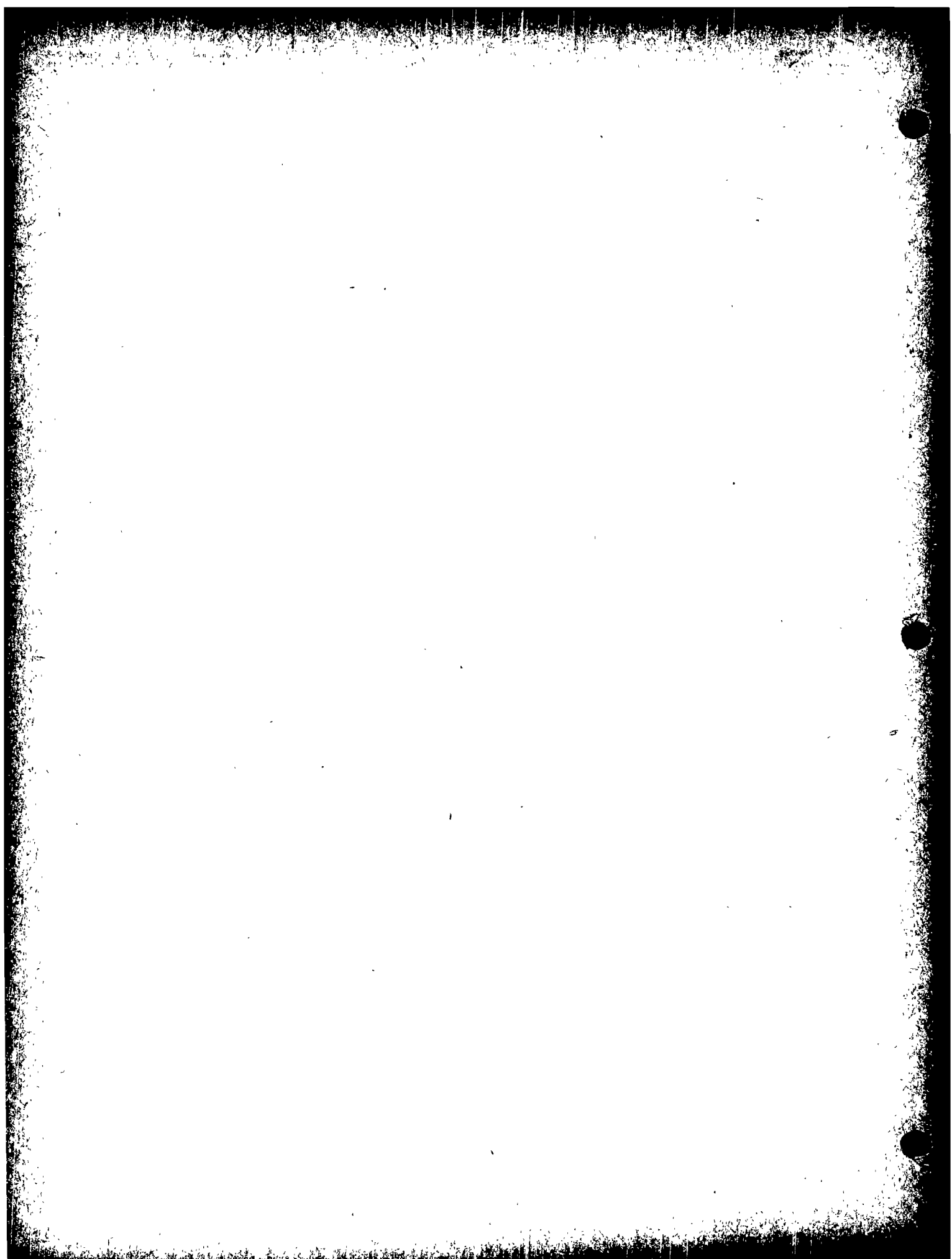
CAF-2, Junior Stenographer

Under immediate or general supervision, transcribes dictation, of not more than average difficulty, or technical dictation, where the terminology used recurs constantly; does miscellaneous typing as required, performs clerical work of a simple and routine nature for a minor portion of the time and performs other work incidentally as assigned.

In addition to stenographic work, a Junior Stenographer frequently does typing of either Senior or Junior Typist level, and for a minor portion of the time, not in excess of 25 per cent, may perform clerical work of either Junior or Under Clerk level.

As a member of a stenographic pool, takes and transcribes dictation of correspondence, memoranda and reports from a variety of people located in the various sections of the regional office, such as legal, engineering, architectural, accounting, budget, planning, etc. When assigned to various offices, will type reports and memoranda as required. Will also assist in the maintenance of the files.

Dictation taken by a Junior Stenographer ranges from simple routine to continually varying non-technical matter or technical material where the terminology does not often vary and relates to the many phases of general administrative operations or functional activities of the organization.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: STOREKEEPER

KIND OF WORK

Concerns the filling of approved requisitions for materials, supplies and equipment from stock supplies in storerooms, and warehouses; the physical receipt, storage, custody, maintenance, issue and shipment of supplies and equipment; the requisitioning of stock for replenishment; the care of the quarters occupied and other incidental work as assigned.

GRADE LEVELS

CAF-5, Senior Storekeeper

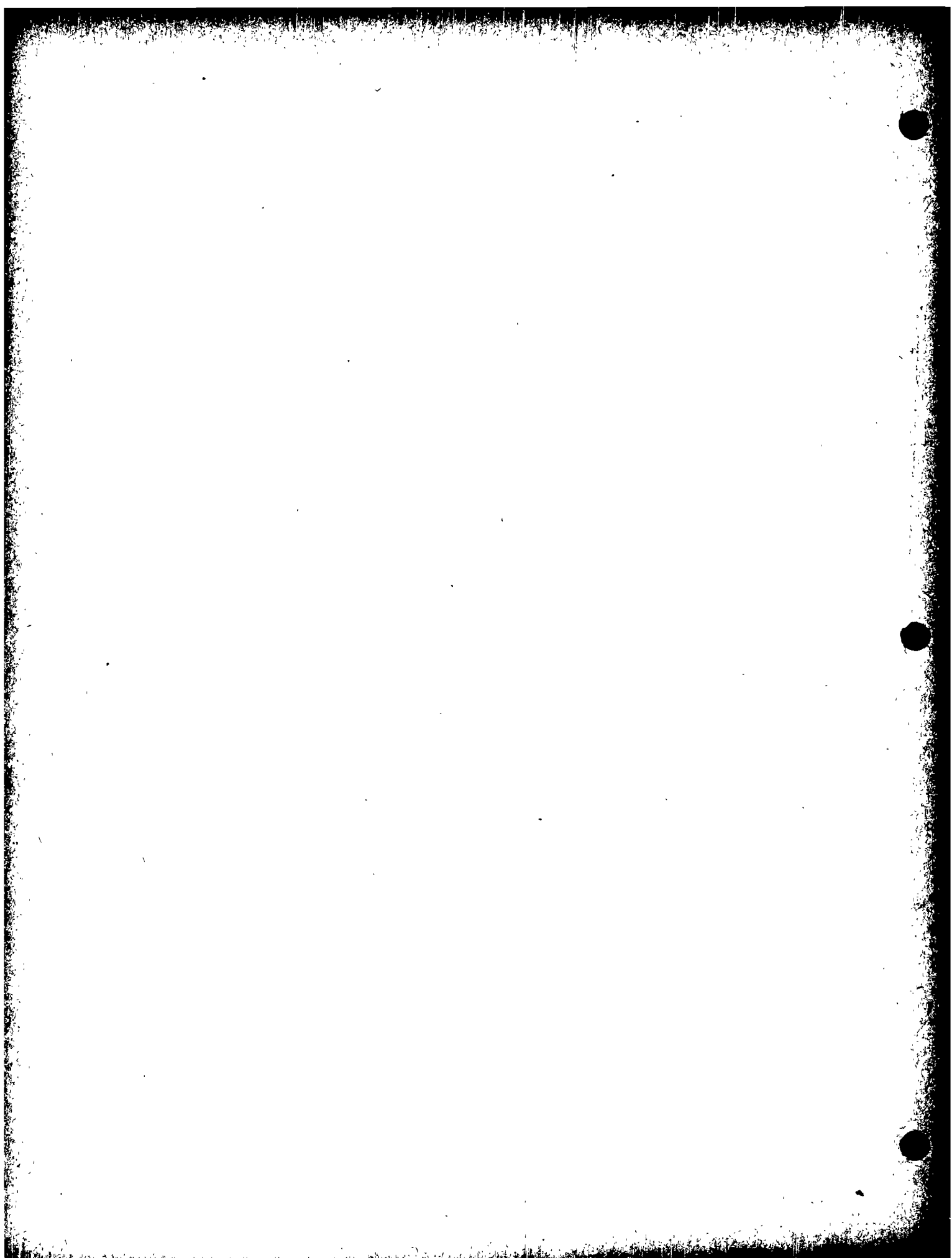
Has complete responsibility for the operation of a large warehouse stocking a variety of materials such as maintenance and operating supplies, materials and equipment, including electrical, plumbing and building material, paints, electric wire, cables, office and cleaning supplies and equipment, etc., the value of which should be at least \$250,000; supervises work incident to the requisitioning, receiving, storage, maintenance and issuance of goods stored; traces shipments delayed or lost in transit; checks incoming shipments and inspects the goods for conformity to specifications and compliance with purchase orders; takes regular inventories making certain that stocks do not become depleted; keeps records of requisitions and supplies received and issued; supervises approximately 15 employees of lower grades.

The need for this position has not yet been found in regional offices since stock carried at all times should be valued at \$250,000, the number of items should be approximately 7500, the size of the warehouse should be approximately 30,000 square feet and there should be considerable turnover within a year, say, 300%.

CAF-4, Storekeeper

Has charge of a moderately large warehouse; supervises approximately 10 employees; and performs duties similar to those mentioned above for the Senior Storekeeper, CAF-5.

The primary allocating factors of this position are: the area of the warehouses, should be about 10,000 square feet, the value of the goods stored should be at all times about \$75,000, the number of items stored should be approximately 5000, and a considerable turnover, about 3 times a year.



CAF-3, Assistant Storekeeper

Either:

Responsible for a small warehouse; supervises a small group of lower-graded storekeepers and laborers and performs duties similar to those of the storekeeper, CAF-4 mentioned above.

The primary allocating factors of this position are: the warehouse should measure about 5000 square feet, the value of goods stored should be about \$50,000, the number of items stored should be about 1500 and the turnover should be about 3 times a year.

Or:

Serves as a full-time assistant to a higher-graded storekeeper. In this capacity shares the work load by supervising a squad of lower-graded storekeepers and laborers responsible for receiving, inspecting, storing and shipping a variety of materials, equipment, supplies, etc. Assumes full charge of the warehouse on split-shift basis or during the absence of the Storekeeper.

CAF-2, Junior Storekeeper

Either:

Responsible for the operation of a small warehouse; supervises a small group of under storekeepers and laborers; and performs duties similar to those of the Assistant Storekeeper, CAF-3 mentioned above.

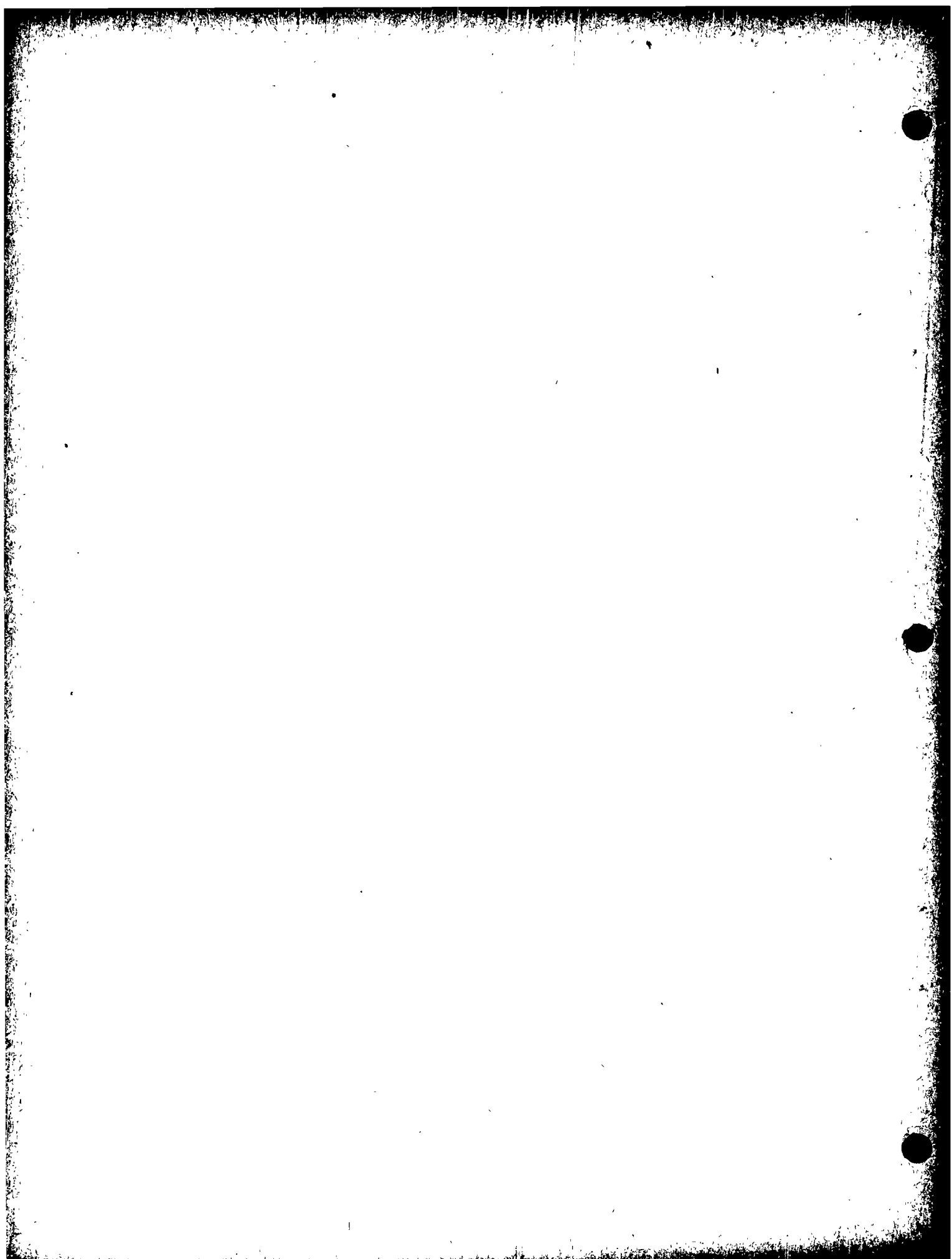
The primary allocating factors of this position are; the warehouse should measure approximately 2500 square feet, the value of the goods stored should be about \$25,000, the number of items should be about 1000 and the turnover should be about 3 times a year.

Or:

Serves as a full-time assistant to a higher-graded storekeeper. In this capacity shares the work load by supervising a squad of lower-graded storekeepers and laborers responsible for receiving, inspecting, storing and shipping a variety of materials, equipment, supplies, etc. Assumes full charge of the warehouse on a split-shift basis or during the absence of the Assistant Storekeeper.

Or:

Maintains inventory records and records of supplies stored, with immediate responsibility for the accuracy of an assigned portion of such records; checks supplies and equipment which have been assembled; fills requisitions; prepares bills of lading; as required supervises store laborers in the preparation of supplies and equipment for shipment.



CAF-1, Under Storekeeper

Fills approved requisitions for supplies and equipment; receives incoming supplies and equipment opens and stores incoming stock equipment; assists employees of higher grades in the taking of the inventory; maintains simple records of incoming and outgoing supplies; checks incoming goods against invoices for correct quantity; supervises a small group of store laborers; and performs related tasks as assigned.

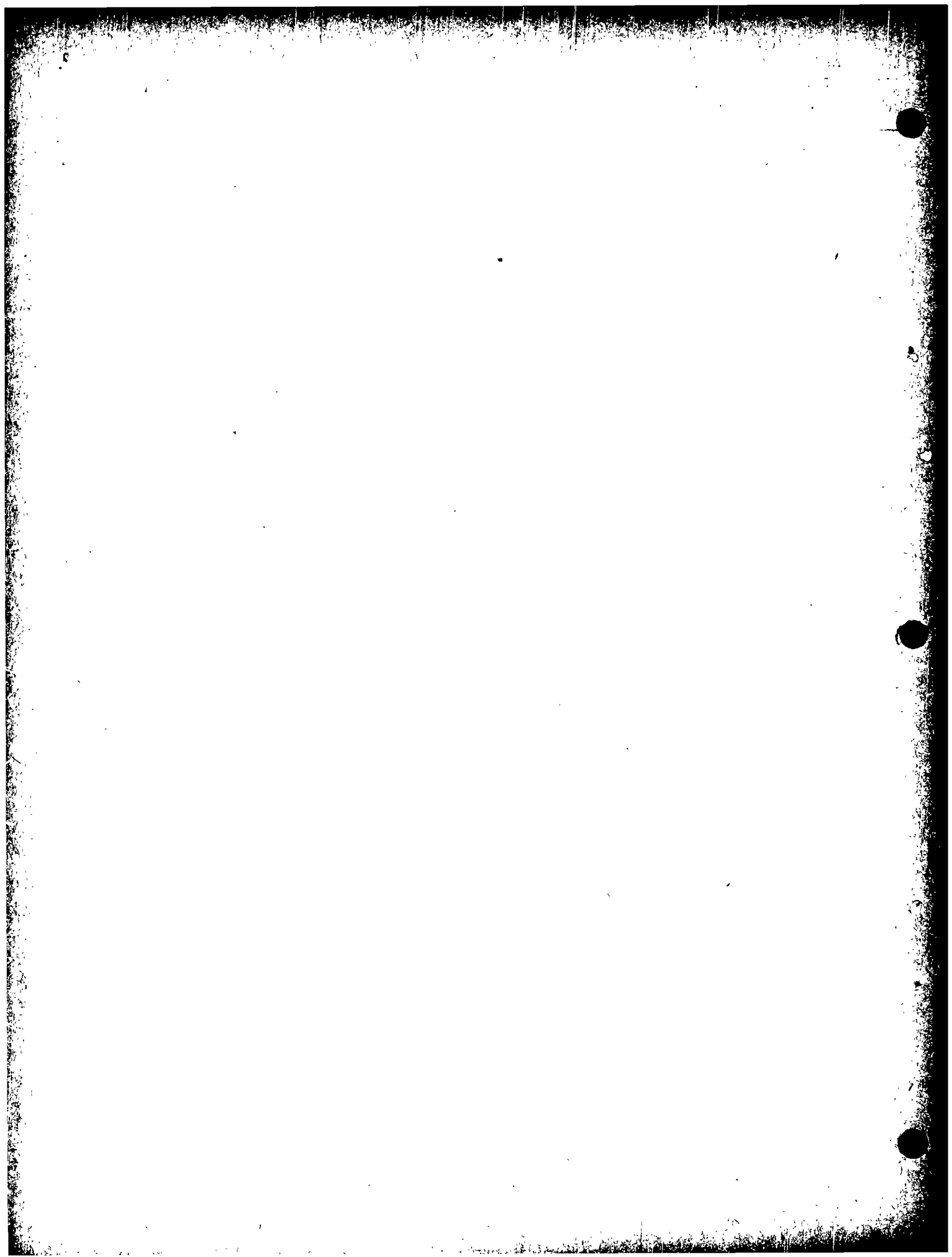
This is the entrance grade position in this series and the incumbent performs the basic tasks incident to the receipt, storage, and issue of supplies but without any responsibility for the operation of the storeroom or warehouse, nor does the incumbent have the responsibility for recommending substitutions or for reducing quantities requested in approved requisitions.

CPC-3, Skilled Laborer

In a warehouse performs the following duties: assembles, wraps and packs goods to be shipped from the warehouse or storeroom; weighs shipments and addresses them according to instructions; makes weight and date entry on requisitions; assigns and marks numbers on cartons; keeps a record of weight, carton numbers, and bill of lading numbers; receives, inspects unpacks all incoming shipments, and performs related work as assigned.

CPC-2, Unskilled Laborer

In a warehouse performs the following duties: assists in the moving, maintenance and upkeep of supplies and equipment; loading and unloading furniture and equipment going to and from the warehouse or storeroom; and performs related work as assigned.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: TAX ADVISER

KIND OF WORK

Concerns the determination of the annual amount of payment in-lieu-of taxes on FPFA-owned projects based upon the collection and analysis of data concerning taxable valuation in accordance with local ad-valorem tax laws, customs and practices; the application to such valuations of the tax rates prevailing in those jurisdictions that would have the authority to levy an ad valorem tax on Government property were that property not tax exempt; and the estimating of costs of municipal services not provided by local taxing authorities.

GRADE LEVELSP-5, Senior Tax Adviser

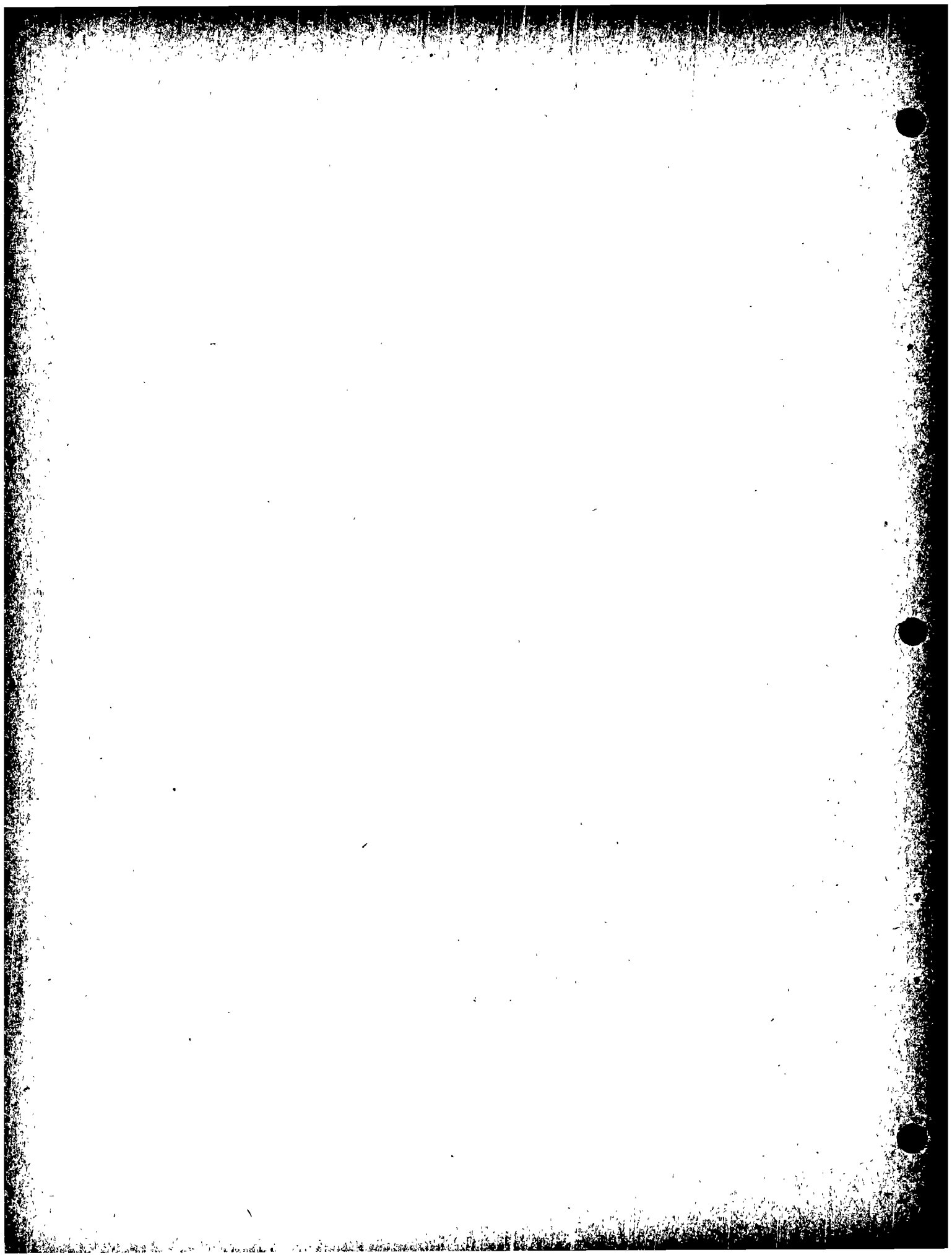
As Chief of the Section is responsible for the determination of payments to be made in-lieu-of taxes on all FPFA projects located within a region, interpreting Central Office policies and procedures and adapting them to the regional program. Formulates and establishes regional policies and procedures with respect to the compilation and analysis of assessment ratio and tax rate data. Conducts difficult and delicate negotiations with local taxing authorities to adjust and reconcile differences of opinion regarding assessment ratios and taxes to be paid by the FPFA. Determines costs of municipal services when these are not supplied locally.

Where disputes with local officials cannot be reconciled the case is referred to the Central Office for adjustment. The incumbent is regarded as the expert on tax and assessment matters in a regional office. He should have a thorough knowledge and background in the economics of taxing and property valuation, a complete understanding of the basic legal principles involved and the complicated relationships existing between local governmental bodies and the Federal Government, and the ability to conduct important and difficult negotiations with leading officials.

P-4, Tax Adviser

This is the journeyman or full-performance level and embraces all aspects of the tax functions in a regional office. The incumbent spends a considerable part of his time in the field making independent studies and analyses of local assessment practices, investigating values and determining on the applicability of assessment ratios to FPFA properties.

The incumbent makes his studies and recommendations independently. Work is usually reviewed for policy conformance only, with occasional spot checks for technical background required for the performance of this position is almost



the same as for the P-5 level and the incumbent should be qualified to act in the absence of the Senior Tax Adviser. The latter will conduct the most difficult contracts, negotiations and analyses of tax methods in connection with the larger projects.

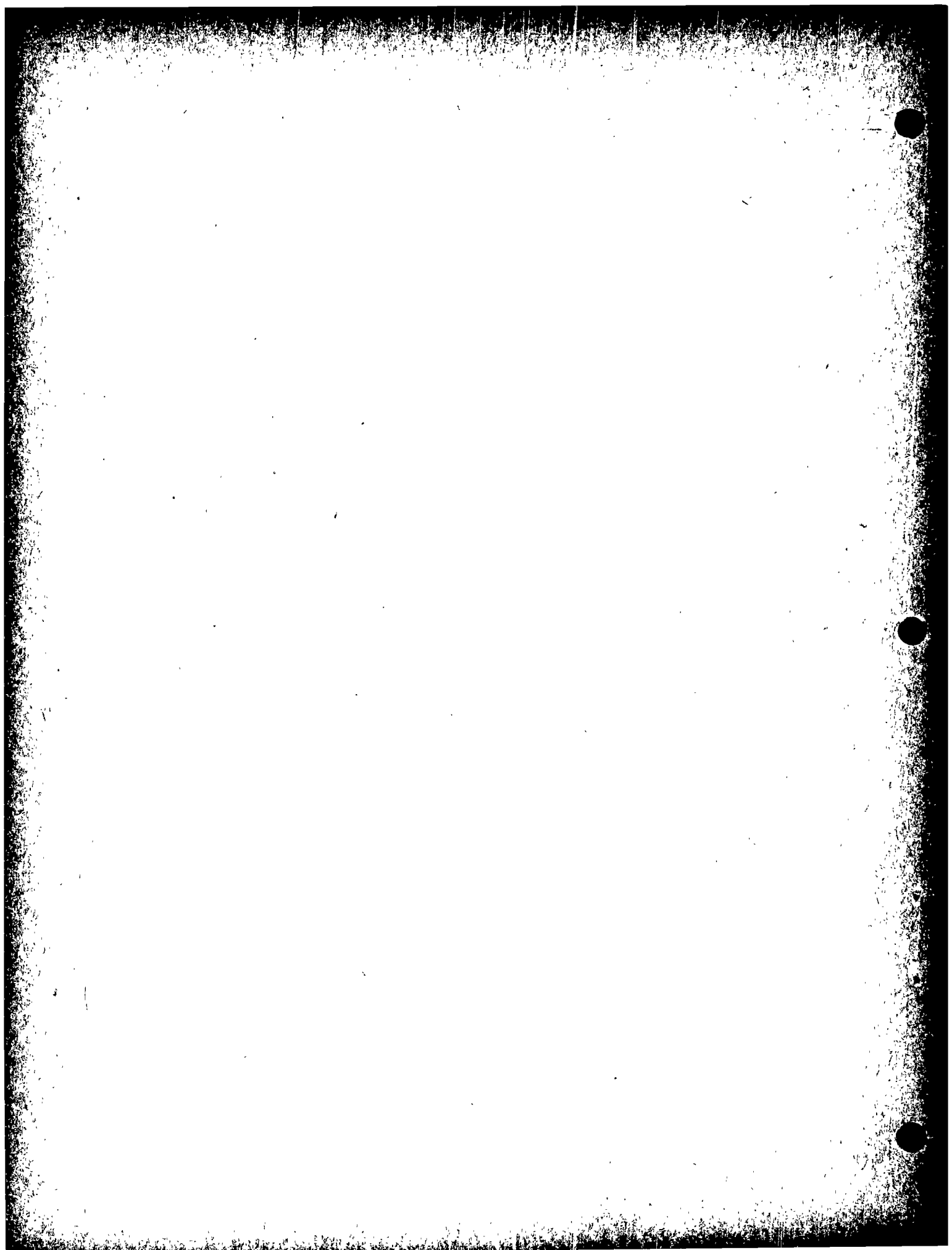
REMARKS

In the Central Office resides the responsibility for formulating the policies and procedures to be followed by the Regions; for evaluating Regional performance in terms of consistence and conformity; for investigating and adjusting troublesome situations in the field; and for serving the Regions with basic and specific materials, manuals and other aids. The position responsible for the conduct of these functions is classified at Grade P-6.

It should be noted that only two levels have been described in this series. No information is available as to the need for positions at lower levels or what duties and responsibilities could be performed at lower levels. This does not imply that should the need manifest itself such positions cannot be established.

Where the work-load in terms of units and number of localities does not require the full-time services of a Regional Tax Adviser at P-5, the position may be combined with the Rental Adviser as Regional Tax and Rental Adviser, P-5.

Subordinate positions in such instances may be established at P-4 in each field, Tax or Rental, as Tax or Rental Advisers, P-4, or in the combined fields as Tax and Rentals Advisers, P-4.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: TRAVEL CLERK

KIND OF WORK

Concerns the receiving and reviewing of travel requests for employees of a Regional Office, and the reporting of violations or discrepancies contained therein after examination for adherence to the standard rules and regulations established for travel; the preparation of regional personnel travel authorizations for review and approval; the evaluation of travel requests of the Regional Office for budget control purposes; the maintenance of contact with common carriers to arrange for transportation and reservations; the advising of employees in the proper preparation of travel vouchers, acting as central clearing point for travel information; and the maintenance of permanent records of the travel activities of the Regional Office.

GRADE LEVELSCAF-4, Travel Clerk

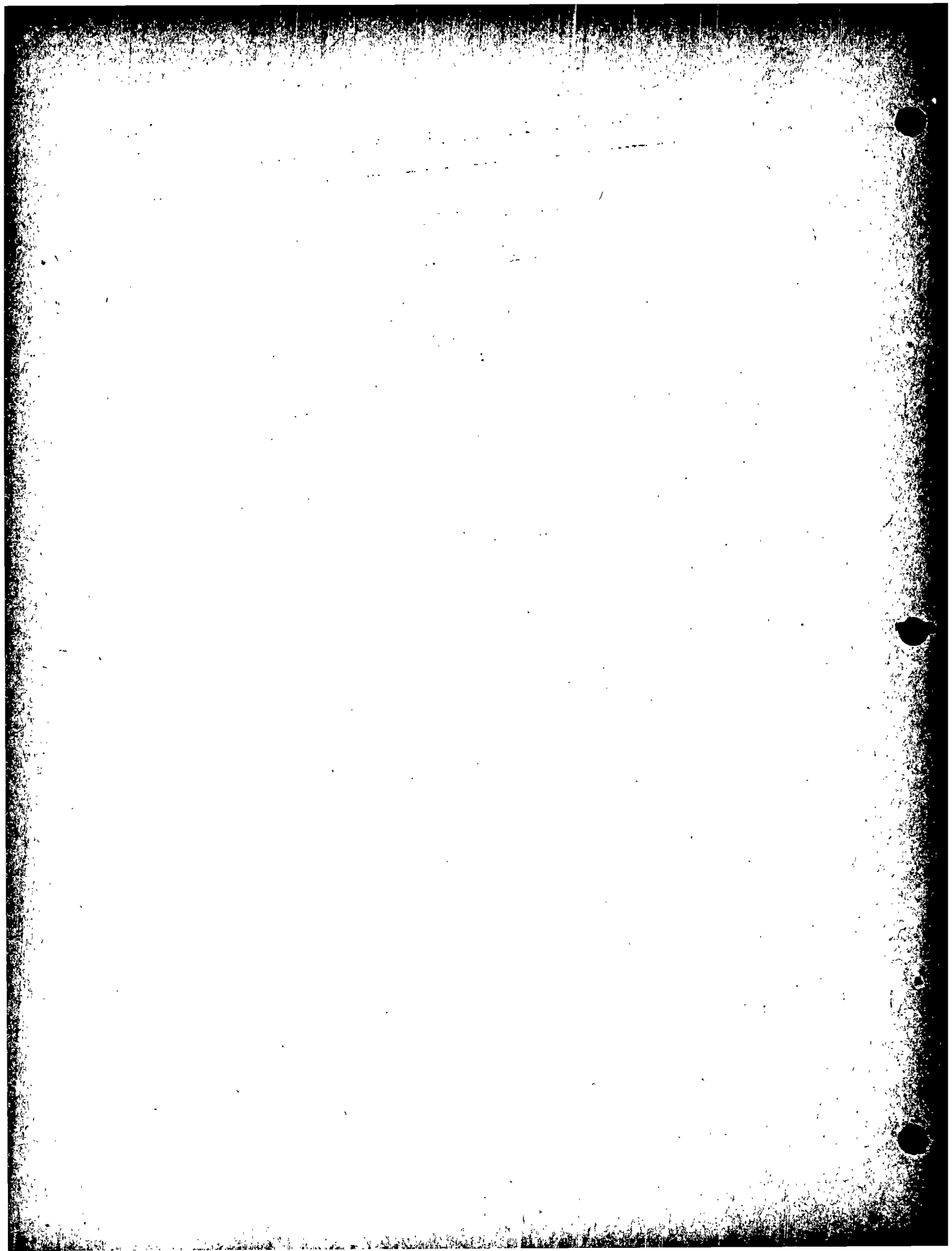
Is responsible for the clerical control of the travel activities of a Regional Office and for the supervision of one or more clerks of lower grade. Recommends new procedures and methods for the more efficient operation and control of Regional Office travel. Interprets methods, procedures, rules and regulations concerning travel; resolves the most difficult travel problems; advises on the preparation of vouchers and travel forms; is responsible for the efficient operation of the Travel Office and the maintenance of records, the issuing of travel material and the review of travel requests; contacts carriers in regard to travel priorities reservations and mode of conveyance, and instructs field offices on travel.

The essence of this position is its supervisory responsibility and the necessity for resolving the more technical travel problems that arise in the Regional Office, requiring complete knowledge of travel rules and regulations.

CAF-3, Assistant Travel Clerk

Examines travel requests for adherence to standard rules and regulations; audits travel orders for propriety and resolves irregularities in Regional travel orders; issues travel orders, identification cards and transportation books; gives out information to travelers on travel regulations and the proper instructions in filling out vouchers; maintains efficient files for all travel materials.

This position is in the performance level requiring a full knowledge of travel rules and regulations and the application of the same.



CAF-2, Junior Clerk-Typist (Travel)

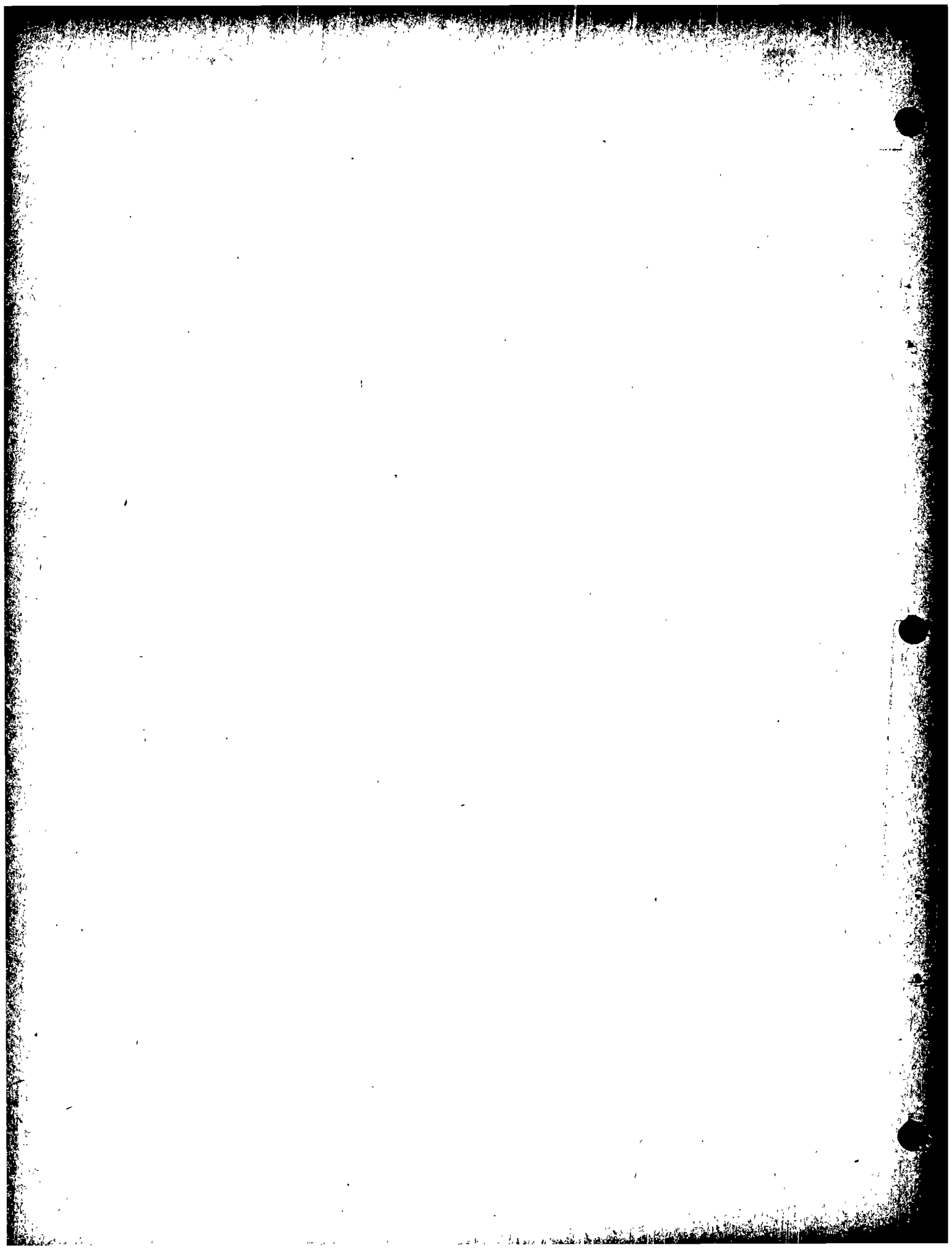
Types travel orders and other pertinent statements or reports regarding travel; issues transportation books and identification cards to travelers and maintains records of the issuance; makes reservations, orders tickets and gives out transportation rates; maintains files and card records of all travel material; examines travel orders for general details.

The incumbent of this position is required to know the general office practices, but need not have other than a sketchy knowledge of travel rules and regulations.

REMARKS

The highest grade travel position in the Central Office is allocated at Grade CAF-5, on the basis of its responsibility for supervising four employees engaged in performing travel functions servicing about 1800 Central Office employees, and on the basis of its participation in the formulation of travel procedures and instructions for the Central and Regional Offices. This position has been consistently held by the Civil Service Commission to warrant allocation at no higher than Grade CAF-5.

In comparison with this established standard for the Central Office Travel Clerk position, it is believed that the Regional Office position should be allocated at Grade CAF-4, because the incumbent of this position has ready reference to established travel procedures and instructions promulgated by the Central Office, because the size of the staff for whom travel services are rendered is considerably smaller, and because of the lesser degree of supervisory responsibility.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: TYPIST
CLERK-TYPIST

KIND OF WORK

Concerns the typing of various kinds of material from rough draft, plain, printed or corrected copy; the performance of general clerical duties such as; maintaining files and records, answering telephones, and other incidental work as assigned.

GRADE LEVELS

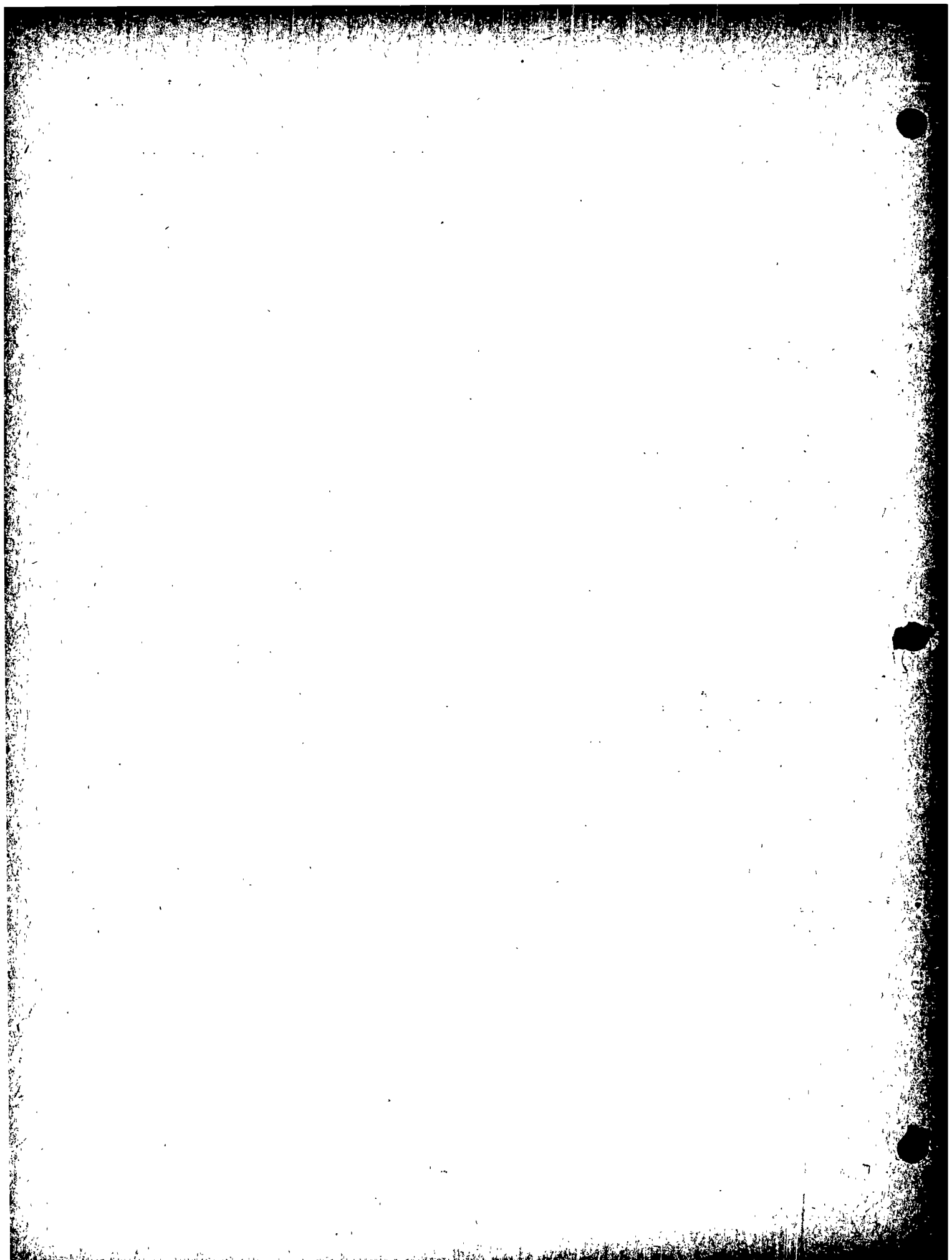
CAF-3, Assistant Clerk-Typist

Maintains records of various kinds, such as mail, personnel, records, vouchers, etc.; prepares reports of a routine nature relating to the work performed in the particular office; maintains office files including charts, bulletins, correspondence, position descriptions, etc.; types memoranda, reports and letters a minor part of the time; receives telephone calls and visitors to the office, and gives out information of a routine nature; assigns work, reviews finished work and serves as supervisor of from 3 to 10 employees of Grade CAF-2; acts as an assistant to the head of a small office with more or less independent responsibility for its clerical operations; performs other clerical duties as assigned. Positions of this grade level require the exercise of greater responsibility, judgment, and initiative in the performance of clerical duties than do those of the grades CAF-2 level. More concrete additional allocation factors include supervisory responsibility, the requirement of a well-rounded knowledge of the work performed in an office, or complete knowledge of a specific phase of the work.

CAF-2 Junior Clerk-Typist

Types from rough draft or plain copy memoranda, letters or reports pertaining to the phases of the FPFA program handled in the office; maintains the files of the office, including personnel and other office records; receives telephone calls and visitors, giving out routine information; files previously classified materials, or removes from the file such material as required; performs other typing and clerical duties as assigned.

The incumbent performs the more routine clerical work of the office, therefore does not exercise initiative or judgment to any great degree in the performance of duties. Work is reviewed by clerical personnel of higher grades, or other immediate supervisors, for conformance to standards and procedures as outlined in the Stenographic Manual, etc.



OR:

Senior Typist

Types stencils, duplimats, ditto master sheets and duplex tin plates, tabular reports, etc., involving the basic planning and arranging of these stencils, plates, or reports; gathers, arranges and types statistical information, vouchers, bills of lading and reports of various kinds.

The primary allocation factor of this position is the responsibility for the collection, arrangement and basic planning of reports, charts and tabular material, to be typed.

CAF-1, Under Clerk-Typist

Sorts and files papers numerically or alphabetically; stamps in, routes, and dispatches mail; answers the telephone; sorts and arranges file cards, papers and correspondence which have been previously classified and indexed; types copies of letters and telegrams and other miscellaneous forms; performs other typing duties as assigned for a minor portion of the work.

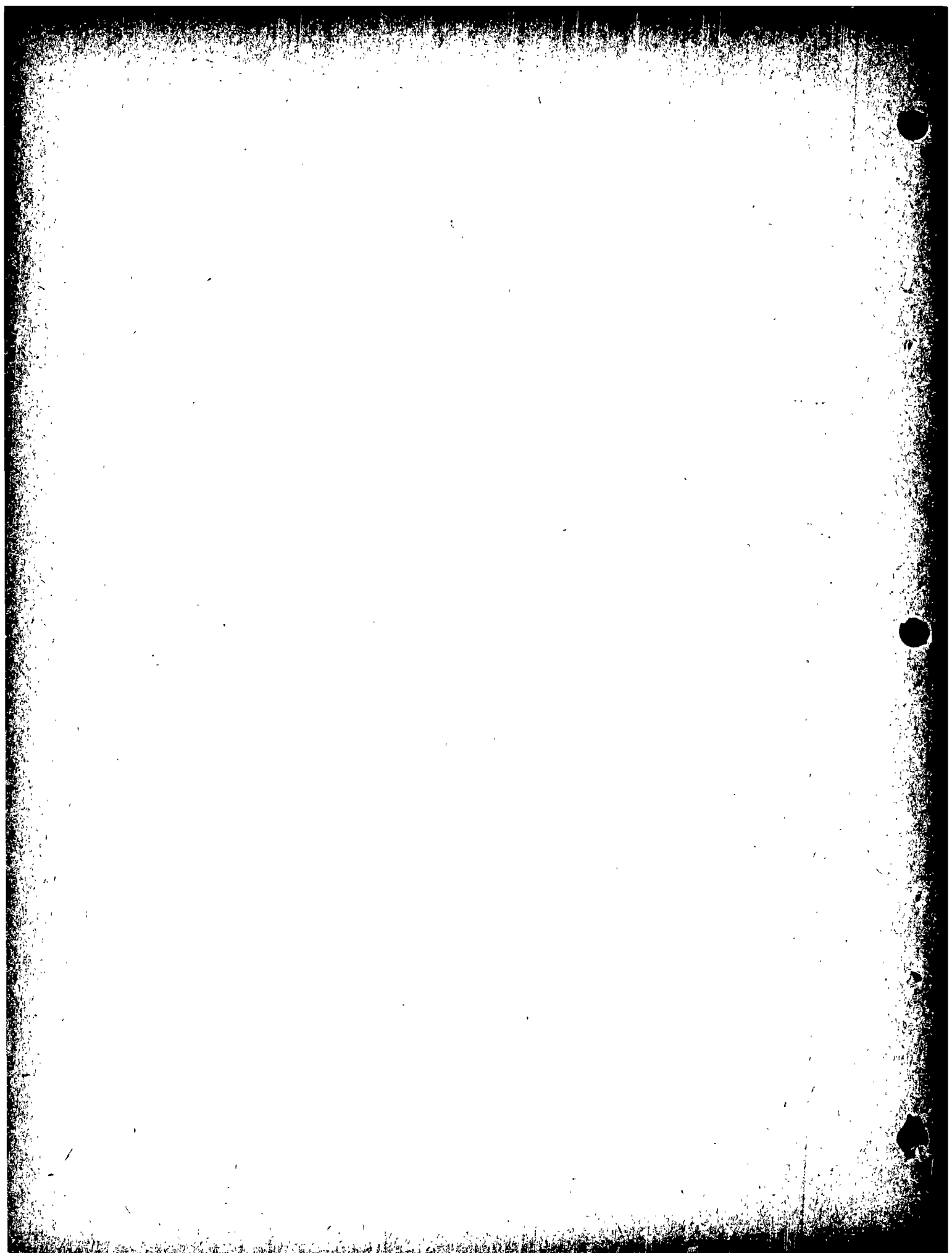
This is the entrance grade level of this series. The duties performed are of a repetitive, routine nature, specific assignments and close supervision being given, with careful review of final results.

OR:

Junior Typist

Types reports, memoranda, correspondence, file cards and single tables from printed or plain written copy; types lists, circular and form letters, folders, labels, etc., where the information is of a very routine nature; performs incidental clerical duties for a small portion of the time as assigned.

This is the entrance grade position in this series and the duties are of a routine nature, with specific instructions and a close review of the work when completed.



OR:

Senior Typist

Types stencils, duplimats, ditto master sheets and duplex tin plates, tabular reports, etc., involving the basic planning and arranging of these stencils, plates, or reports; gathers, arranges and types statistical information, vouchers, bills of lading and reports of various kinds.

The primary allocation factor of this position is the responsibility for the collection, arrangement and basic planning of reports, charts and tabular material, to be typed.

CAF-1, Under Clerk-Typist

Sorts and files papers numerically or alphabetically; stamps in, routes, and dispatches mail; answers the telephone; sorts and arranges file cards, papers and correspondence which have been previously classified and indexed; types copies of letters and telegrams and other miscellaneous forms; performs other typing duties as assigned for a minor portion of the work.

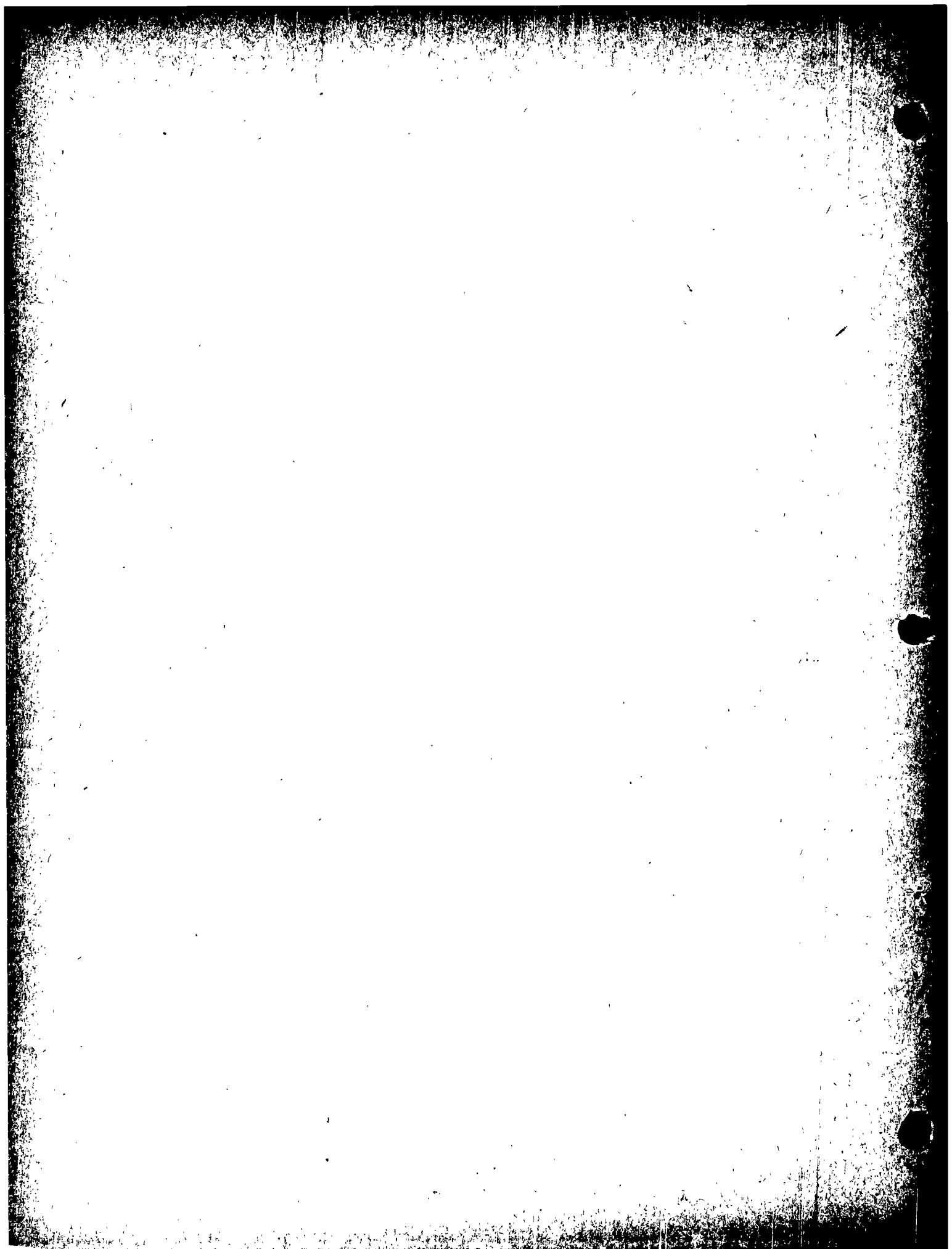
This is the entrance grade level of this series. The duties performed are of a repetitive, routine nature, specific assignments and close supervision being given, with careful review of final results.

OR:

Junior Typist

Types reports, memoranda, correspondence, file cards and simple tables from printed or plain written copy; types lists, circular and form letters, folders, labels, etc., where the information is of a very routine nature; performs incidental clerical duties for a small portion of the time as assigned.

This is the entrance grade position in this series and the duties are of a routine nature, with specific instructions and a close review of the work when completed.



POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: UTILITIES ADVISER

KIND OF WORK

Concerns the analysis and provision of advice and assistance on all phases of the utility operations of housing projects, and contract negotiation and appraisal and a continuing review of rates, cost, consumption and conditions of service; collaboration with the Development Division on the selection of the most desirable utility combinations and the design of system to take advantage of the best available rates.

The work relates to all types of utilities required by FPHA directly operated, leased, and aided projects, including electricity, gas (natural, manufactured and liquefied petroleum) water and telephone.

GRADE LEVEL

CAF-12, Utilities Adviser

As regional Utilities Adviser is responsible for conducting all utility contract negotiations and renegotiations with privately and publicly owned utilities industries serving FPHA operated and leased projects and provides advice and assistance to local authorities in these matters in connection with their operation of aided projects and conducts such negotiations for aided projects only as requested by local authorities. Reviews utilities contracts to ascertain the reasonableness and applicability of rates as compared with rate tariffs on file and the reasonableness and effectiveness of contract service provisions, with particular emphasis on the enforcement of special rate, service or maintenance provisions of contracts. Initiates contract revisions to take advantage of revised rate schedules.

Appraises operating needs and load characteristics of all types of projects and makes regular reviews of the operating costs of utility services and of utility consumption, including analyses of costs in relation to estimates and of the volume of utility consumption to determine excessive use because of tenant waste or system loss. Compares actual consumption with estimated consumption, with particular reference to the applicability of the existing contract rates.

Gives advice and assistance and prepares, on behalf of the assistant regional director for management, written instructions for Housing Managers and Area Supervisors regarding their administration of utility contracts, emphasizing the checking of billing practices, the evaluation of the quality and composition of the commodity delivered against the terms of the contract and their responsibility for calling attention to rate revisions necessitated by changes in the status of projects, changes in consumption patterns, etc.

Collaborates and consults with the Development Division in order that full consideration may be given to the operating needs of projects with respect to such items as the most desirable combinations of utilities and the design of systems to take advantage of the best available rates.

Establishes and maintains working relationships with state commissions, city departments and utilities companies and, as required, appears before and gives expert testimony at formal proceedings and before state regulatory bodies concerning reductions in rates and modifications of conditions of services.

May supervise the work of Utilities Advisers of lower grades comprising the regional staff.

REMARKS

This position will be responsible for all operating utilities functions formerly carried out by regional Utilities Attorneys. The work of the legal staff in connection with utilities will be confined to advice and assistance of a legal nature and the conduct of formal legal proceedings.

QUALIFICATIONS FOR REGIONAL UTILITIES ADVISER

Knowledge, skills and abilities

General understanding of the operations and practices pertaining to the various utility services involved in the operation of projects, including the energies and fuels utilized in connection with such services; thorough knowledge of the principles, methods and techniques of conducting studies and making analyses, preferably in fields relating to utility costs and utility rate structures; good working knowledge of statistical methods; ability to acquire a thorough knowledge of orders, regulations and rulings of state and local utility commissions and agencies having jurisdiction over the regional area and of sources of rate tariff information; knowledge of the principles and methods by which rate structures are established and ability to acquire a knowledge of those rate structures applicable to FPHA operated and aided projects and to interpret their availability clauses.

Knowledge of the structural and equipment aspects of each utility function, or combination of functions, in terms of their relationship to initial and operating costs and the consumption of energy and fuel.

Ability to assemble, analyze and interpret utility consumption and cost data; ability to appraise operating needs of projects and to determine in the light of available rates the most desirable combinations of utilities and types of systems; ability to prepare clear and comprehensive statements and reports for administrative use and to deliver expert testimony at formal hearings before state regulatory bodies; ability to establish and maintain good working relationships and carry out negotiations with state commissions, city departments and representatives of privately and publicly owned utilities industries.

Experience and Training

Progressively successful and responsible experience in the field of utility rate analysis or negotiation, or mechanical or electrical engineering where the work has emphasized the selection of utilities from the standpoint of relative cost and availability.

Training equivalent to four years of study in a college or university is desirable, with major work in such fields as, Economics, Statistics, Engineering and Mathematics.

*Supplemented
5-11-46*

POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: REGIONAL ECONOMIST

KIND OF WORK

Concerns the conduct and analysis of social and economic studies affecting the operations of the public housing program in a region, the evaluation of the housing program from a social and economic viewpoint and the provision of advice and assistance to the Regional Director, members of his staff and local authorities.

GRADE LEVEL

P-6, Regional Economist

Serves as the adviser to the Regional Director on social and economic problems and activities arising from or affecting the public housing program in the region.

Reviews, analyzes from the standpoint of need and economic feasibility and prepares reports (as part of submission to Central Office on Applications for Allotment of Funds, and Applications for Financial Aid), on the proposals of local authorities to acquire permanent public war housing for low rent use. Performance of this function includes an analysis and delimitation of the market for public housing, the determination of the rent paying capacities of families living in substandard housing, and also which portion of the low rent market is to be served by the proposed program.

Furnishes technical assistance and advice upon request of a local housing authority with respect to:

- a. Evaluations of local public housing programs from a social and economic point of view,
- b. Social and economic studies leading to the development of local public housing programs, including determinations of the need for public housing and the rental distribution of public housing programs on the basis of the rent paying abilities of low-income families.

Conducts studies required by the Central Office in order to evaluate the achievements of the Authority and to serve as a basis for the development of new policies. Conducts social and economic studies and investigations in connection with operating problems upon requests of the Assistant Regional Directors or Regional Counsel. Maintains liaison with federal (outside of Washington), state, and local governmental agencies, field offices of the Office of the Administrator, and of the constituent units of the National Housing Agency, and other agencies with respect to the economic and social aspects of the regional public housing program.

STATEMENT OF DESIRABLE QUALIFICATIONS

1. Knowledges, skills, and abilities:

Thorough knowledge of the principles, methods and techniques of conducting

investigations and making analyses, preferably in fields relating to economics or social research; good working knowledge of professional statistical methods; good knowledge of the basic literature, sources of information and a good understanding of the significance and interrelationships of current trends and developments with respect to economic and social problems.

Ability to assemble, analyze, and interpret difficult and complex material dealing with economic and social problems; ability to prepare clear and comprehensive reports for administrative use; ability to establish and maintain good working relationships with FPHA officials, and representatives of other government agencies, local housing authorities, financial institutions, etc; ability to plan and supervise the work of others.

2. Experience and training:

Progressively successful and responsible experience in economic and social research preferably as an economist in housing market analysis.

Training equivalent to four years of study in a college or university with major work in such fields as Economics, Housing and Land Economics, Statistics, Finance, Social Research.

POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: REGIONAL ECONOMIST

KIND OF WORK

the conduct and analysis of social and economic studies affecting operations of the public housing program in a region, the evaluation of housing program from a social and economic viewpoint and the provision of advice and assistance to the Regional Director, members of his staff and local authorities.

GRADE LEVEL

P-6. Regional Economist

Serves as the adviser to the Regional Director on social and economic problems and activities arising from or affecting the public housing program in the region.

Reviews, analyzes from the standpoint of need and economic feasibility and prepares reports (as part of submission to Central Office on Applications for Allotment of Funds, and Applications for Financial Aid), on the proposals of local authorities to acquire permanent public war housing for low rent use. Performance of this function includes an analysis and delimitation of the market for public housing, the determination of the rent paying capacity of families living in substandard housing, and also which portion of the rent market is to be served by the proposed program.

Furnishes technical assistance and advice upon request of a local authority with respect to:

- a. Evaluations of local public housing programs from economic point of view.
- b. Social and economic studies leading to the development of public housing programs, including determinations of the need for housing and the rental distribution of public housing programs of the rent paying abilities of low-income families.

Conducts studies required by the Central Office in connection with the achievements of the Authority and to serve as a basis for new policies. Conducts social and economic studies in connection with operating problems upon request of Regional Directors or Regional Counsel. Maintains liaison with the Federal Office of the Administrator, state, and local governments. Coordinates with the Office of the Administrator, and of the Federal Housing Agency, and other agencies with respect to all aspects of the regional public housing program.

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1/ These pages supersede pages 116 and 117 dated 3-2-46

STATEMENT OF DESIRABLE QUALIFICATIONS

1. Knowledges, skills, and abilities:

Thorough knowledge of the principles, methods and techniques of conducting investigations and making analyses, preferably in fields relating to economic or social research; good working knowledge of professional statistical methods; good knowledge of the basic literature, sources of information and a good understanding of the significance and interrelationships of current trends and developments with respect to economic and social problems.

Ability to assemble, analyze, and interpret difficult and complex material dealing with economic and social problems; ability to prepare clear and comprehensive reports for administrative use; ability to establish and maintain good working relationships with FPHA officials and representatives of other government agencies, local housing authorities, financial institutions, etc; ability to plan and supervise the work of others.

2. Experience and training:

Progressively successful and responsible experience in economic and social research preferably as an economist in housing market analysis.

Training equivalent to four years of study in a college or university with major work in such fields as Economics, Housing and Land Economics, Statistics, Finance, Social Research.

Assistant Regional Economist

Acts as the first assistant to the Regional Economist and acts for him during absence, on all matters coming within the scope of the Regional Economist's responsibilities. Examples of duties and responsibilities are:

Market Analysis

In any areas assigned, assumes responsibility for conduct of any housing market analyses required for the FPHA program, rendering advice and technical assistance to local communities and local housing authorities, particularly in connection with the market for low-rent public housing. Such analyses, frequently involving special surveys to supplement Census and other compiled data, include examination of the conditions and characteristics of the housing supply; vacancy ratios; determination of the distribution of families in standard housing by incomes, rent levels, race, tenure, and family size; determination of the lowest monthly rents at which private enterprise is producing a substantial additional supply of standard housing (new or existing); determination of any rent below which the market for low-rent public housing lies, after allowance for a non-competitive gap below the rent level achievable by private enterprise; definition of the portion of the low-rent market to be served by public housing. Conducts essential economic background surveys of areas to determine trends in population, economic development, and employment to estimate future possibilities in these respects. Collaborates with the Racial Relations Adviser in order to assist the achievement of racial balance in housing programs consistent with the community development program. Otherwise to assist with factual information the aim that public

housing equitably serve a cross-section of the low-rent market.

2. Development Program

Contributes the market analysis data and assistance above described and renders other aid to localities in the formulation of development programs, the planning of the size and character of long-range public housing programs, and the number, character, and sequence of development of the projects. Reviews development programs for consistency with sound economic and social planning and with the facts developed by market analysis. Conducts surveys and renders advice with respect to the economic and social factors involved in site selection, covering such elements as: employment areas serving projects; transportation costs for families; competition with private developers for sites; industrial development trends in site neighborhoods; effects on racial patterns of neighborhoods; relation to public service and commercial facilities. Renders advice based on characteristics of the market in planning the distribution of units according to family size. Obtains any information required on average private building costs in the locality.

3. Management Policy and Program

Collaborates with Management in the formulation of management policies for local housing authority programs to achieve consistency between rents, rent grades, and income limits and the facts indicated by market analysis. Gives particular attention to the distribution of families between the highest rent for admission to projects and the lowest rent achievable. Collaborates with management in the determination of these rental limits in the light of average annual income and expense. Reviews management programs for conformity with the social and economic policy of the Authority. Develops data and advises as to the necessity for changes in rents and income limits as economic conditions change.

4. Disposition

Conducts surveys as requested on the capacity of local authorities or the communities to absorb war housing; determines the effect of the additional supply of housing on the market; gives particular consideration to the feasibility of proposals for transferring permanent war housing to low-rent use. Also participates in local consultations relative to formulations of the disposition plan. Reviews applications for temporary housing, for servicemen and veterans under Title V of the Lanham Act as amended.

5. Reactivation of Deferred Projects and Conversion of PL 671 Projects

Reviews and recommends as to the advisability or possibility of reactivating deferred low-rent projects and prepares any information requested for use in connection with this activity and in the conversion of PL 671 projects to low-rent use.

6. Miscellaneous

Collaborates with other Federal Agencies on economic aspects of major planning projects of a regional character involving public housing. Prepare reports and data on public housing requiring economic analysis as requested for the use of the Director, LHA's, and other FPHA divisions or in replies to requests from other agencies and the public.

Furnishes guidance to and collaborates with local housing authorities in studies, testing or determining the social and economic effects of low-rent housing on local communities, including effects upon local taxation and public costs.

In addition to the scope and variety of factors illustrated, mention must also be made of the limited supervisory control over this position as evidenced by the broad character of assignments, by freedom in selecting work methods, determining the approach to problems, meeting and dealing with public and private groups. Work is reviewed only for conformance with the broad requirements of the regional program and with the basic principles of sound economic planning.

The major purpose of the position is to serve as an alternate to the Regional Economist and to relieve him of major field and office duties in such regions where assistance of this character is required.

REMARKS

In addition to the classifications mentioned, the workload may require the services of an Economist in P-3 functioning as a research assistant and assuming responsibility for some of the detail phases of the major responsibilities discussed above. Such duties might include the following:

1. In connection with social and economic surveys, after the initial contact has been made by the Regional or Assistant Regional Economist, assisting groups involved by advice and application of methods and techniques.
2. Compile data from various sources to be used in formulating recommendations and programs; writes reports on less complex assignments pertaining to social and economic problems and assists the Regional Economist or his assistant in the preparation of such reports on some of the more complex assignments. Keeps current the basic economic series and other economic and social data useful to the FPHA program in the region and to the efficient functioning of the economist's office.
3. Assume complete responsibility for routine problems including all contacts required, and follow through to completion of the project.

POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: REGIONAL COMPTROLLER

KIND OF WORK

Concerns the initiation of regional policy with respect to and the planning, direction, coordination and control of the Financial, Property, Procurement, Insurance, Statistical and Administrative Services activities in a regional office; the maintenance of liaison with the Central Office; the provision of advice, service and assistance to the Regional Director and to division heads and other regional officials on financial, property matters, etc.

GRADE LEVEL

CAF-14, Regional Comptroller

Acts as adviser to the Regional Director on the financial, property, procurement, insurance, statistical, and administrative services programs of the Regional Office. Gives overall direction to and coordinates and evaluates the performance of: (1) the Finance and Accounts Section engaged in the installation and maintenance of accounts pertaining to financial activities of the regional office and projects; the examination and certification for payment of payroll and other vouchers, except those specifically reserved for review and certification by the Central Office; and the periodic examination of accounts and fiscal records of local housing authorities and of Federally administered projects; (2) the Property and Procurement Section engaged in the preparation and execution of invitations to bid, contracts, purchase orders, and leases; the maintenance of current records of surplus FPHA personal property, property declared surplus by other Federal Agencies and existing applicable Federal supply contracts; the determination of when personal property should be declared surplus; the direction of all personal property custodians in the operation of established procedures pertaining to receipt, inspection, storage, accountability, use, and disposition of such property; (3) the Insurance Section engaged in the review and approval of all insurance coverages, preparation of insurance provisions for all contract documents, maintenance of complete insurance records, and the negotiation for rates; (4) the Statistics Section engaged in the collection and summarization, within the framework of an integrated and uniform FPHA reporting system, of progress and operating statistical data on regional office, local housing authority, and project activities; and the provision of all types of operating statistics to regional officials in accordance with their special operating needs; and (5) the administration of office services activities, including those relating to mail, communications, files, library, travel, space, stenographic service, reproduction, messenger service, non-technical and non-statistical drafting, providing administrative supplies and equipment and maintaining records of such property.

Integrates the activities mentioned above with the requirements of the other divisions; initiates changes to meet the needs of new or revised programs. Serves as point of contact with the Central Office on financial, office services, property, etc., activities.

STATEMENT OF DESIRABLE QUALIFICATIONS

1. Knowledges, skills and abilities:

Knowledge of modern commercial and fiscal accounting principles and methods including machine accounting systems; understanding or working knowledge of basic principles and uses of statistics; good knowledge of the methods of supervision, administration, and management; ability to organize and direct diverse programs of a type involving considerable detail and to understand implications and effects upon other programs; ability to deal satisfactorily with individuals, groups, and the public.

2. Experience and Training:

Progressively successful and extensive experience in the fields of business or administrative management, with responsibility for directing an industrial, commercial or governmental enterprise or major subdivision, or for participating in the planning direction and coordination of the activities in a large organization composed of a number of distinct units performing varied specialized functions, such as property management and control, accounting, statistics.

POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: REAL ESTATE AND DISPOSITION

KIND OR WORK

Concerns the administration in a regional office of the real estate and disposition policies developed in the Central Office and involves appraisals or the direction of appraisals of all types of property and improvements, market studies, negotiations with purchasers, the presentation and execution of specific plans of disposition approved by the Central Office; also, the direction and administration of the Conversion Management and the land acquisition program.

GRADE LEVELSCAF-14, Assistant Regional Director for Real Estate and Disposition

Provides advice and assistance to the Regional Director on all phases of the Real Estate and Disposition program. Responsible for the development of markets, and the formulation and execution of specific plans for disposition of FPHA war housing property based on valuations, market conditions, use to be made of the property, etc. Directs the establishment and conduct of relationships with other federal establishments, state and local bodies, real estate brokers, appraisers. Reviews offers to purchase, and bids, and makes specific recommendations for acceptance or rejection. Maintains or directs the maintenance of liaison with regional officials and furnishes leadership on matters related to the disposition and land program. Responsible for the administration of the Conversion Management program. Executes or directs the execution of specific disposition plans approved or recommended by the Central Office. Evaluates policies and recommends need for revision or for new policies. Interprets and applies policies and procedures and directs the development of internal procedures, control systems and records.

P-6, Appraiser (Chief of Appraisal and Land Section)

Responsible to the Assistant Director for Real Estate and Disposition for organizing and directing the activities of the Section. Recommends selection of fee appraisers and appraisal fees, makes assignments to fee appraisers, and directs the review of appraisal reports for adequacy, reasonableness, and conformity with FPHA requirements. Investigates deviations between valuations; appraises or directs the appraisal of properties and accessory facilities and installations as required. Instructs fee appraisers, in specific instances, of special considerations involved in appraising various types of property. Directs the development and establishment of forms, procedures, records necessary for carrying out, maintaining control over, and preparing reports on the activities of the Section. Handles land problems in connection with disposition. Cooperates with the Development Division in the selection of sites and negotiates or directs the negotiations for the acquisition of land and the amount to be deposited in court. Cooperates with the Legal Division on problems of property ownership, legal phases of acquisition, etc. Furnishes advice and assistance on all matters pertaining to real property values.

CAF-13, Disposition Analyst (Chief of Marketing and Review Section)

Responsible to the Assistant Director for Real Estate and Disposition for organizing and directing the activities of the Section. Recommends after investigation the method of disposition to be used for all terminated projects or portions of projects declared surplus. Develops markets for disposing of FPHA housing property, recommends the price or the conditions under which the property should be offered for sale or transfer. Recommends sales prices in relation to appraisals; establishes and maintains contacts with leading officials of the region and other government agencies, local officials, occupants, investors, etc; directs the development and establishment of procedures, forms, records, necessary for carrying out, maintaining control over, and preparing reports on the activities of the Section. Consults with local authorities and city councils on their interests in permanent projects. Analyzes and recommends action with respect to proposals to purchase projects or portions of projects and accessory facilities and installations; recommends in view of market conditions the withholding of property from the market. Collaborates with the Regional Economist and other officials on all matters pertaining to market conditions.

POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

SERIES: REAL ESTATE AND DISPOSITION 1/

KIND OF WORK

Concerns the administration in a regional office of the real estate and disposition policies developed in the Central Office and involves appraisals or the direction of appraisals of all types of property and improvements, negotiations with purchasers, the presentation and execution of specific plans of disposition approved by the Central Office; also, the direction and administration of the Conversion Management and the land acquisition program.

GRADE LEVELS

CAF-14, Assistant Regional Director for Real Estate and Disposition

Provides advice and assistance to the Regional Director on all phases of the Real Estate and Disposition program. Responsible for the development of markets, and the formulation, analysis and execution of specific plans for disposition of housing property based on valuations, market conditions, use to be made of the property, etc. Directs the establishment and conduct of relationships with other federal establishments, state and local bodies, real estate brokers, appraisers, etc. Reviews offers to purchase, and bids, and makes specific recommendations for acceptance or rejection. Maintains or directs the maintenance of liaison with regional officials and furnishes leadership on matters related to the disposition and land program. Responsible for the administration of the Conversion Management program. Executes or directs the execution of specific disposition plans approved or recommended by the Central Office. Evaluates policies and recommends need for revision or for new policies. Interprets and applies policies and procedures and directs the development of internal procedures, control systems and records.

P-6, Appraiser (Chief of Appraisal and Land Section)

Responsible to the Assistant Director for Real Estate and Disposition for organizing and directing the activities of the Section. Recommends selection of fee appraisers and appraisal fees; makes assignments to fee appraisers, and directs the review of appraisal reports for adequacy, reasonableness, and conformity with FPHA requirements. Investigates deviations between valuations; appraises or directs the appraisal of properties and accessory facilities and installations as required. Instructs fee appraisers, in specific instances, of special considerations involved in appraising various types of property. Directs the development and establishment of forms, procedures, records necessary for carrying out, maintaining control over, and preparing reports on the activities of the Section. Handles land problems in connection with disposition. Cooperates with the Development Division in the selection of sites and negotiates or directs the negotiations for the acquisition of land and the

1/ These pages 120 through 122 dated 10-10-45, supersede pages 120 and 121, dated 5-1-45.

POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

amount to be deposited in court. Cooperates with the Legal Division on problems of property ownership, legal phases of acquisition, etc. Furnishes advice and assistance on all matters pertaining to real property values.

CAF-13, Disposition Coordinator

Serves as the full-time Assistant to and acts in behalf of the Assistant Regional Director during his absence. Represents the Assistant Director in important contacts with and advises local governments and other representative bodies relative to the local disposition plan and the government's policies, procedures and obligations. Maintains liaison with the Office of the Administrator's and FHA representatives where the disposition of public housing will affect other housing in the area. On the basis of the local community plan and a thorough knowledge of Surplus Property Administration and FPHA disposition policy makes preliminary determinations as to the units of sale, need for appraisals, necessity for and scope of advertising, and makes assignments accordingly to the Appraisal and Land, Sales Sections, or Development Division for award of demolition contracts. Represents the Assistant Director in contacts with the Management Division regarding improvements necessary to increase the salability of permanent units, and with other regional officials. Approves, for the Assistant Director, the employment of fee appraisers and brokers. Assists the Assistant Director in planning for the overall administration of the division including the development of internal procedures, control systems, records, and reporting. Advises with the Assistant Director in conjunction with the Chiefs of the Appraisal and Land, and Sales Sections as to sales prices and acceptance of offers. In the absence of the Assistant Director makes all determinations within his responsibility and authority.

REMARKS

This position is valid in CAF-13 only on the basis of operating as a full-time assistant to the Assistant Director. The need may, therefore, vary from region to region. This position is not intended to operate as an Office Manager or Administrative Assistant.

CAF-13, Chief of Sales Section

Responsible to the Assistant Director of Real Estate and Disposition for organizing and developing the regional sales program for the disposition of surplus housing property of all types.

Maintains contacts with other government agencies, local officials, occupants, realty companies and other potential purchasers. Develops markets and creates a demand for the use of surplus housing property. Carries out negotiations with potential buyers of large properties involving a knowledge of the bases of real estate values, potential income and expense, market conditions, potential uses of property, local tax structures and policies, local building codes, zoning ordinances, etc.

Plans and directs region-wide publicity programs designed to stimulate interest in and promote the sale of surplus housing property; negotiates with representatives of local newspapers, periodicals and radio corporations to obtain the

POSITION CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

placement of advertising and the distribution of informative material; directs the preparation of advertising copy and informational releases.

With respect to more difficult cases, analyzes and recommends action with respect to proposals to purchase projects or portions of projects and accessory installations; recommends in view of market conditions, the withholding of property from the market.

Reviews sales plans submitted by subordinate staff members of the Section; advises the Assistant Director in the recommendation of sales prices and acceptance of offers.

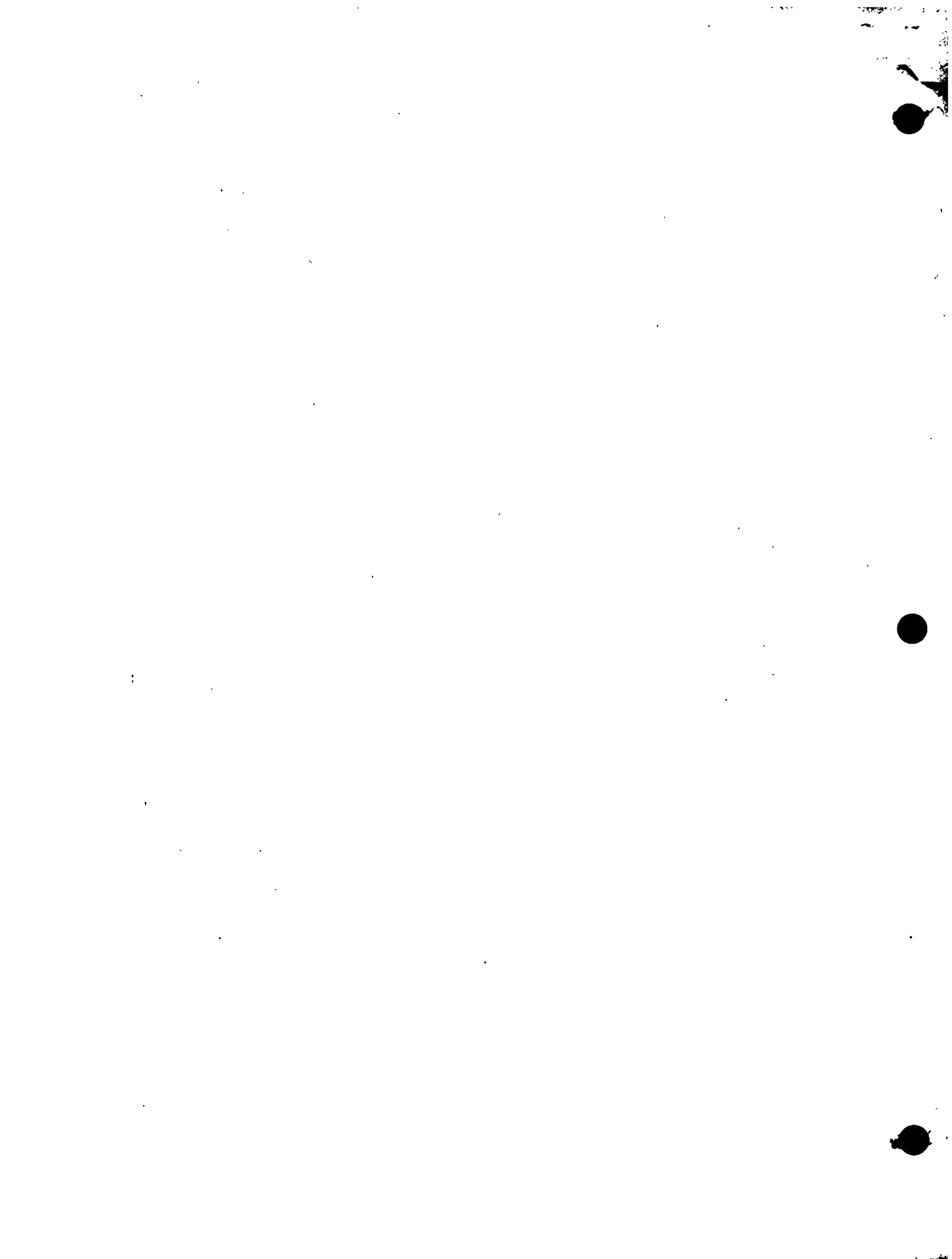
Directs the development and establishment of procedures, forms, and records necessary for carrying out and maintaining control over the activities of the Section.

CAF-12, Field Representative (Sales)

As a journeyman with full responsibility for methods and techniques, assists in the development of the regional sales plan and carries out specific sales programs for the disposition of surplus real property, including housing and structures exclusive of land and personal equipment. Investigates and determines potential uses for which the different types of property may be best suited. Stimulates interest in the purchase of surplus housing property on the part of federal, state, and local agencies, occupants and investors. Makes recommendations as to the desirability of the sub-division of property; recommends the use of private brokers for disposing of property. Recommends modification of specific disposition plans, including the revision of approved sales prices, based on offers received, uses to be made of the property and market conditions.

Arranges for proper advertising and public announcement of disposition plans, prepares advertising copy and informational releases.

Maintains contacts with other divisions and offices of the region, including Development, Legal, Management and the Regional Economist, on matters relating to negotiations for the sale and disposition of housing property. Maintains liaison with federal agencies and state and local governments, furnishing them with full information concerning the regional disposition program, answering inquiries on types and locations of surplus housing property, both declared and prospective, appraising their needs in the light of the uses indicated. As directed, consults with local officials on their attitudes or interests with respect to contemplated disposition plans.



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SERIES: CONVERSION MANAGEMENT

KIND OF WORK

management through contract brokers of private properties
ment; involves the operation, maintenance, establishment,
ments, taxation, fiscal activities, and all related problems
erty management, including selection and supervision of

NHA
FPHA

Concentrated
Leased

GRADE LEVELS

CAF-12, Regional Conversion Management Supervisor

le to the assistant director for real estate and disposition fo
directing the program, and for recommending changes in policy,
procedure to improve operations either at the regional or nation
responsible for preparing and submitting all regular and supple
ts, surveys, or analyses on various phases of the operation.

Develops and maintains relations with real estate associations, labor
representatives, War Housing Center Managers, Chambers of Commerce, Housing
Committees and other organizations.

Determines need for dwelling furniture, furnishings; and equipment.
Approves expenditures proposed by the brokers for amounts exceeding \$500 per
item, changes in rent schedules in excess of 10 percent or \$5.00 per month
whichever amount is greater, and terminations of leases.

Confers with regional director and other regional officials on matters
requiring coordination with other branches of the regional organization,
involving general policy and procedure; consults with specialists, such as
regional tax analyst, on propriety of tax assessments and methods of effecting
tax reductions. Selects brokers for contract with the Government to operate
properties. Maintains close working relationship with regional representative
of the Office of the Administrator, National Housing Agency. Consults with
local housing authorities for the purpose of obtaining advice and keeping them
informed concerning various phases of management.

Reviews for adequacy the performance of the area office or offices and
the soundness of judgment of the area supervisors and compliance with policy
and procedures. Cooperates with regional finance officer in terminating
conversion development contracts and in expediting contractors' claims; attempt
to hold to a minimum errors in the financial statements of contract brokers
which would cause exceptions by the regional finance officer. Supervises the
overall program and exercises contract powers with respect to operation, main-
tenance, repair, alteration, and improvement of conversion projects. Approves
the modification, extension, or re-execution of leaseholds. Reviews the nego-
tiations for termination action on leaseholds, and recommends termination.

REMARKS

The Grade CAF-13 positions are established in regions having above 5,000
conversion management dwelling units, and CAF-12 positions in regions having
less.

CAF-12, Assistant Regional Conversion Management Supervisor

Acts as full-time assistant to the regional supervisor of the above functions particularly in coordinating the Section, in contacts with local housing authorities, regional officials and specialists, serving as regional absence. Where organizationally practicable, the functions are performed in conjunction with those of an area supervisor.

Supervisor
 Supervisor in the performance
 and supervising the

NHA
 FPHA

CAF-12, Area Supervisor

Recommends selection of contract management brokers, and assigns properties to brokers. Reviews contract managers' monthly operating financial reports in order to determine the propriety and reasonableness of the contract manager's expenditures in each category for the month in relation to previous months and for cumulative period, efficiency in filling vacancies and reducing turnover, speed in collecting rents from delinquent tenants, propriety of proposed major repairs, alterations or improvements, reasonableness of rental charges, efficiency and workload of field representatives. Reviews expenditures proposed by contract managers for amounts requiring prior approval of regional office.

Collaborates with the development and reutilization division in the technical review of contract managers' proposals for repairs, replacements, and improvements. Approves contracts for recurring services or deliveries other than utilities. Approves expenditures in excess of field representatives' authority i.e. over \$100 per item but not in excess of \$500, and change in rental schedules not to exceed 10 percent or \$5.00 per month whichever is greater. Makes an administrative pre-audit of expenses reported by the broker to insure need on the particular property, consistency of prices with the market, and absence of favoritism to specific contractors.

Makes comparative studies of the operating efficiency of individual broker in order to issue proper corrective instructions or in extreme cases to recommend change of broker.

Identifies from the brokers' monthly operating reports, properties showing habitual losses, in order to take corrective measures or in some cases to recommend to the regional supervisor in analytical reports, the cancellation of the leases on such properties. Makes personal investigations and advises field representatives and brokers in connection with particular problems or exceptional local situations.

Approves the settlement or compromise of claims of tenants or former tenants, the incurring of court costs and counsel fees by contract managers in connection with any claims against tenants, provided such counsel fees conform to the FPHA established schedule.

CAF-11, Field Representative

Analyzes the performance of all conversion properties in the region, using the yearly financial statement as basic source data, and advises the Regional or Area Supervisor of properties which would be to the Government's advantage to terminate the leasehold prior to the expiration of the lease period; analyzes expenses to date and anticipated expenses, possible repairs, maintenance, and

replacements, and estimates the value of the leasehold, possibility of income declines due to increased taxes, high operating costs, vacancy and collector losses, etc. which would prohibit satisfactory amortization within the seven year period of the average lease.

Appraises property selected for disposal to owner, estimates leasehold profit from operations before amortization, the net potential recovery under continued operation by the Government on the basis of income and expense, and the net market value of the leasehold based on a realistic evaluation of the sales value of the property.

Negotiates with lessors to sell leasehold interests at a price favorable to the Government in order to recover the maximum amount possible toward the initial cost of conversion, or at a minimum price not less than the net revenue to the Government for continued operation during the remainder of the lease period; points out to the owner probable advantages without a Government lien to the property such as sale on the existing favorable market, more economic refinancing, and advantages under private operation not possible to the Government, such as furnishing the units or managing for commercial or transient use.

Prepares bases for agreement for termination with the owner including provision for prorata credit for rent paid by the Government to the lessor for current rental period, prepayment of taxes, insurance, and similar items, and reimbursement for fuel or supplies remaining on premises. Submits complete report of investigation and negotiations with recommended action to the regional supervisor. Negotiates for disposition to the owner of any Government owned personal property on the premises in conjunction with sale of lease if feasible and if concurred in by the regional property and procurement officer. Conducts negotiations through contract manager if more economical and practical. In addition, where feasible and necessary, performs duties of CAF-9 Field Representative described below not to exceed 50% of the employees time.

CAF-9, Field Representative

Is responsible for brokers operations in the management of conversion properties for a territory of from 500 to 1500 rental units by geographical location.

Negotiates management service contract with brokers and recommends assignment of property to brokers. Supervises contract management brokers in the operation and management of converted properties, and provides advice and assistance with respect to occupancy, income and expense and other fiscal activities, procurement, property accountability, personnel, rents, taxation, repairs, maintenance, replacements, improvements, fire prevention and safety, sanitation, tenant relations, etc.

Inspects premises periodically to observe whether property is maintained in a clean and attractive condition, whether essential services are provided, such as heat, cleaning, trash removal and elevator service, and need for repairs, decorating, alteration or improvements. Suggests improvements and offers methods to stimulate occupancy and eliminate rental losses. Compares rents with prevailing rents for comparable units in the area to maintain proportionate scale.

Authorizes expenditures by Contract Manager up to \$100 per item and submits recommendations in excess of that amount to the Area Supervisor. Approves necessary legal proceedings for collection of delinquent rents. Ascertains that contract manager is following procedure for selection and servicing of tenants, reporting, and conforming to OPA regulations. Maintains contact with OPA on ceilings. Informs broker of and interprets new procedure. Evaluates and reports efficiency and economy of brokers' operations.

REMARKS

Successful, practical real estate experience, particularly in the management and sale of fairly large properties is regarded as a prime requisite for the performance of the duties of the CAF-11 and 9 Field Representative positions. The number of years experience would vary progressively with the extent of responsibility assigned. Ability to meet and deal with the public and with trade and business groups is also an important factor.

CLERK, CAF-5

Gathers detailed facts in the investigation of discrepancies or problems disclosed by the area supervisor's review of brokers' monthly operating reports, such as expenditures in excess of brokers' authority without prior approval, propriety of costs incurred and apparent favoritism to particular contractors. Makes inquiries to obtain data either in person or by correspondence and assembles all material into logical form.

Checks brokers' requests for authorization of expenditures in excess of \$100 to insure completeness and consistency of documents, including the presence of justification for expenditures and procedural adequacy of specifications. Follows-up by telephone and correspondence the brokers and field representatives on actions required in accordance with area or regional supervisors' decisions.

Sets up and maintains a property description summary card for each property containing basic data on lease terms, conversion expenditures, and a payment record of voucher disbursements covering capital improvements to the property, current fixed charges for rent to owner, taxes, and interest to lienors. Maintains a docket on each property containing all documents relating to the lease with the owner and the conversion of the property.

CLASSIFICATION STANDARDS FOR REGIONAL OFFICES

REGIONAL PROPERTY AND PROCUREMENT OFFICER
1/ ASSISTANT REGIONAL PROPERTY AND PROCUREMENT OFFICER
FIELD REPRESENTATIVE (PERSONAL PROPERTY)

Property and Procurement Officer
Regional Property and Procurement Officer

SERIES: and

As regional and procurement policies and procedures of the Surplus Property Administration, organizing and administering procurement, personnel, transportation, storage, accountability, use and disposition of such property on the part of the region. Plans, coordinates, and directs the work of the Property and Procurement Section and gives technical direction in carrying out functions pertaining to the purchase, receipt, and disposition of such property on the part of the region. As contracting officer, approves all contracts for the purchase or lease of supplies, equipment, space, documents, etc. Makes the final determination when usable personal property is surplus to the needs of the Authority, excepted by the Central Office. Operated and LHA's operating leased projects.

Based on physical inspections by authorized personnel, if the cost is in excess of \$2500 all determinations of Managers or HLA's operating leased projects need for physical inspection when the Housing Manager may not sell. Submits, prepares and approves scrap and salvage determinations in excess of \$25,000 for a minimum price less than \$2500. Approves or directs the post-review of all sales and procedures, and recommends, based on this review, the continuation of any Housing Manager to make sales and marketing practices and marketing operations. Approves the terms of sales of scrap and salvage in excess of \$25,000. Responsible for the execution of sales of scrap and salvage in excess of \$25,000. Reviews or directs the post-review of all sales and procedures, and recommends, based on this review, the continuation of any Housing Manager to make sales and marketing practices and marketing operations. Approves the terms of sales of scrap and salvage in excess of \$25,000. Responsible for the execution of sales of scrap and salvage in excess of \$25,000.

1/ These standards are being released in form pending a complete revision and consolidation of the entire Property and Procurement Series. It should be noted that the Property and Procurement Standards described on pages 90 and 91 of Bulletin No. 12 are not valid.

The performance of the duties of the Regional Property and Procurement Officer position requires a thorough knowledge of the uses and capacities of equipment in order to make procurements and determinations of surplus, scrap and salvage, of market conditions and prices in order to effect sales in the best interest of the government, of government property regulations, of sources of supply; also, the ability to organize and direct the activities of a moderately large staff and to meet and deal with representatives of government bodies, quasi-public agencies and private concerns.

CAF-11, Property and Procurement Advisers

Advises Housing Managers and Local Housing Authorities on the interpretation and application of policies, procedures, regulations and instructions issued by the central and regional offices and by the Surplus Property Administration pertaining to the procurement, accounting, use, transfer and disposition of personal property. Serves as representative of the Regional Property and Procurement Officer in situations presenting complex problems concerning the determination, appraisal and sales of salvage and scrap, the declaration and sale of small lots of usable personal property as surplus and the destruction or abandonment of personal property.

Reviews the determinations and recommendations made by Housing Managers, and Local Housing Authorities concerning declarations of surplus and designation and evaluation of personal property as salvage or scrap. Post-reviews the sale operations of Housing Managers and Local Authorities and makes appropriate recommendations to the Regional Property and Procurement Officer. As authorized, reviews and approves the terms proposed for sale of salvage or scrap whose original cost was in excess of \$25,000.

Conducts or directs the conduct of surveys of personal property utilization and disposition activities at the project level to determine whether the various operations and practices are in accordance with regional and Central Office policies and procedures and in conformity with the regulations of the Surplus Property Board and to forestall, as nearly as possible, violations and irregularities. Prepares, or directs the preparation of reports setting forth specific recommendations for affecting corrective action.

Conducts or directs the conduct of surveys of project operations to determine that equipment is being fully utilized, that all excess property has been declared, that proper procurement practices are being followed, and that measures have been taken to insure the proper care, maintenance, repair and warehousing of equipment and supplies. Recommends to Housing Managers and Local Authorities changes and other appropriate action in the interest of good property administration, improved utilization, and conformance with established policies, procedures and standards.

May direct the activities of a staff of Property and Procurement Advisers in lower grade engaged in inspecting and appraising property, in reviewing operations, and in furnishing advice and assistance to Housing Managers and Local Housing Authorities in connection with the full and proper utilization of property, the interpretation of procurement, property, accountability, and disposition procedures and methods, the determination and sale of salvage and scrap, and the investigation and adjustment of claims.

CAF-9, Property and Procurement Advisers

This is the full grade performance level for the Property and Procurement Adviser series and carries major responsibilities for appraisal, review, and field advisory work in connection with personal property activities and operations at the project level. The incumbent of this position serves as an adviser to Housing Managers, Local Housing Authorities and their staffs on procurement, property accountability, utilization and disposition problems, and interprets policies, procedures and regulations pertaining to these functions; investigates and adjusts claims, aids in the installation and operation of property accountability systems and records, including complete inventories of all project property, determines the existence of excess property, and serves in a liaison capacity between the regional office, Housing Managers and Local Housing Authorities in coordinating transfer of property to insure prompt and effective distribution of excess property and the disposition of surplus property.

As authorized, is responsible for declaring small lots of personal property as surplus to the needs of the Authority, for determining as salvage or scrap personal property at any one place at any one time when the original cost is not in excess of \$25,000, for making a physical inspection and establishing a minimum sales price on all property to be sold as salvage or scrap and whose original cost was in excess of \$2,500.

Reviews all determinations of scrap or salvage and post-reviews all sales made by Housing Managers for compliance with procedures and regulations--in those cases where the original value is in excess of \$25,000 the terms of sale are reviewed in advance--and prepares reports with appropriate recommendations.