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**POSITION CLASSIFICATION
STANDARD
FOR
LAUNDRY AND DRY
CLEANING PLANT
MANAGEMENT SERIES,
GS-1658**



**Workforce Compensation
and Performance Service**



Laundry and Dry Cleaning Plant Management Series

GS-1658

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SERIES DEFINITION

This series includes all positions the duties of which are to advise on or to manage and direct the operation of a laundry, a dry cleaning plant, or a combined laundry and dry cleaning plant, when the duties require (1) skill in performing managerial functions associated with the operation of laundry and/or dry cleaning plants, and (2) a combination of a practical knowledge of laundry and/or dry cleaning equipment and processing operations.

COVERAGE

Excluded from the series are supervisory positions which have as their paramount duties the application of experience or training in the manual operations of laundering and dry cleaning, but which rely upon others within or outside the laundry organization to perform the managerial duties associated with the directing of laundry or laundry and dry cleaning plant activities. Such positions are exempt from the coverage of the Classification Act of 1949, as amended.

EXPLANATORY STATEMENT

Laundry and dry cleaning plants operated by Government agencies fall into two broad categories: (1) those which exist primarily to perform institutional work, such as the laundering of hospital and welfare-institution linens and Government-owned apparel worn by employees of the hospital or residents of the institution, and (2) plants which exist primarily to provide personal bundle work service to the personnel of a military establishment who are authorized to patronize the laundry, but which also launder Government-owned property used in the operation of the establishment.

Institutional laundries

Within the broad category of institutional laundries, there are recognizable variations in the character of the laundry work processed. In most of these plants, the workload consists predominantly of sheets, pillow cases, hand towels, and a variety of other flat work, plus bath towels, mattress covers and other articles which are dry tumbled but require no ironing. Wearing apparel processed consists primarily of institution-owned uniforms not requiring individual identification or high quality of workmanship. Bundle work, if processed, constitutes a relatively small proportion (often less than 10%) of the workload, although some institutions have a higher proportion of bundle work in their workloads. Such bundle work may be performed, for example, for staff personnel assigned to the institution who are permitted to send their personal laundry bundles, including personal effects of their dependents, to the institution's laundry on a service-charge basis. Personal bundle work handled in institutional laundries includes the same variety of items as is found in family bundles processed by commercial laundries, and requires the same quality of processing and careful identification of ownership. This is in contrast to the laundering of Government bulk work which requires no identification of ownership, or at most only a bulk identification by wards, departments, or residence units to which the finished work is to be delivered.



There also are laundries at specialty hospitals and welfare institutions which process proportionately more wearing apparel than do other institutional-type laundries such as are found at general medicine and surgery hospitals. These are found at hospitals having a high proportion of non-bed patients, and at welfare institutions other than hospitals. The wearing apparel in such cases, being institutional property, does not demand the same attention to work quality nor to identification of ownership as does wearing apparel handled for individual customers on a service-charge basis. Normally, institutional-type wearing apparel is identified only by ward or living-unit designation. In such cases, finished work is returned to the living unit or ward in bulk and is segregated as to size or patient identity by the nurse or counsellor in charge. However, the presence of the relatively large volume of wearing apparel does lead to finer breakdowns of the workload into processing classifications and to more presswork operations. In rare instances, institutional-owned wearing apparel may be processed the same as bundle work, i.e., (1) the identity of each piece must be maintained throughout the laundering process, and (2) the work quality is equal to that of work done by commercial laundries. In such cases, the work is considered to be bundle work for purposes of applying this standard.

Most hospital laundries, both in specialty and general hospitals, are required to perform sterilization operations not normally found in other kinds of Government-owned laundries. In some specialty hospitals (e.g., a tuberculosis hospital) sterilization reaches such proportions that it properly may be treated as a special consideration in evaluation. (See Other Considerations in Evaluation, page 18.) Aside from the difference in the character of laundry work processed at some specialty hospitals (as opposed to general medicine and surgery hospitals) and at some welfare institutions, there is another difference that merits some consideration. This is the practice of using residents of the specialty hospital or of the welfare institution as the production work force of the laundry. When this plan is followed, there is added to the normal duties of management a requirement for a continuing program of training plant employees in the various laundry operations, for only in rare cases does a resident laundry worker have previous laundry experience. Maintaining acceptable standards of productivity in these situations is complicated also by the fact that the resident worker does not have the same motivation to produce as a regular employee. Sometimes, the work force is made up of a mixture of regular employees from outside the institution and residents from within.

As far as the proportion of bundle work is concerned, the operation of an institutional-type laundry is typically less complex than that of a laundry which serves a military post or base. However, there are complexities usually inherent in the running of an institutional-type plant which are not present at all, or are present to a lesser degree, in a plant found at a military base or post. These may be summarized as follows: (1) the interval between receipt and delivery of institutional work is usually brief, normally 24 hours or less; (2) laundry from wards or departments treating communicable diseases are subjected to sterilization measures not usually required in non-institutional type laundries; (3) many institutional-type laundries, particularly hospital laundries, do dyeing of linens and uniforms (for example, operating room linens frequently are dyed green); (4) although the volume of personal bundle work is relatively low, the institutional laundry usually processes a relatively large



volume of wearing apparel consisting of uniforms worn by the staff and clothing worn by patients; (5) institutional laundries frequently maintain the central stock room of linens and uniforms from which issues are made to using departments, wards, or living units, and the laundry manager is required to maintain adequate stock levels by culling worn items and procuring replacements. All of these conditions contribute to the complexities of managing laundries which serve hospitals and other kinds of institutions.

Laundries at military installations

The second broad classification of laundries comprises those found at military posts and bases. The character of work performed and the general operation of these laundries are much the same as are found in commercial laundry plants. Their workload consists of bundle work processed for authorized personnel on a service-charge basis, and organizational property submitted by elements of the post or base. Sometimes, the laundry also does bundle work and bulk work for outside organizations. Organizational property normally includes barracks and mess-hall linens, uniforms worn by culinary personnel, dispensary linens and uniforms and sometimes work generated by a station hospital located on the reservation and a part of the post or base.

In general, the character of the laundry work is about the same from one such laundry to another. The proportion of bundle work does vary, however, since patronage of the post or base laundry is on a voluntary basis. It may be affected materially by accessibility to commercial laundry facilities of an urban area and to the speed with which the commercial laundry will return finished work, as compared with the time required for the same service by the post laundry. Organizational work, however, normally will be directly proportional in volume to the troop strength. Other things being equal, a greater proportion of bundle work results in a more complex management situation. This is so because there is need for individual identification of a greater proportion of the workload, because there is need for high-quality processing of a greater proportion of the work, and because the greater volume of bundle work leads to potentially more customer complaints concerning damage or loss of items and delinquent delivery of finished work;

Dry cleaning plants are found in connection with some military laundries, but not all of them. Where one does exist, it normally is under direction and management of the same official who manages and directs the laundry. The presence of a dry cleaning activity increases the weight of the managerial job to a much greater extent than is represented by the increase in work volume alone. The equipment used in dry cleaning is quite different from that used in laundering. The solvents used are relatively expensive and must be reclaimed for re-use instead of being discharged as sewage. The dry cleaning formulas bear little relation to the formulas used in laundry operations. The growing usage of synthetic fibers has compounded the problems of cleaning, spotting, and pressing because of their susceptibility to damage by ill-chosen spotting agents and by heat. Dry cleaning generally does not admit of the same degree of mechanization as does laundry work. Safety requirements generally are more intensive in dry cleaning plants than in laundries.



Common laundry functions

Within any one category of laundries, or of combination laundries and dry cleaning plants, the knowledge and skills of technical laundry operations required to direct the activity basically are the same from one establishment to another even though the methods and processes used may differ. The kinds of equipment used, while perhaps differing somewhat in make or model, perform the same basic processes in about the same way.

Systems used for maintaining identity of personal items throughout the laundering or cleaning processes also may differ (e.g., visible marking, invisible marking, tagging, not washing, and combinations of these). These differences, however, do not add to or detract from the complexity of maintaining individual item identification and subsequently bring together all components of the finished bundle.

The managerial functions, too, basically are the same within a given category of laundries. Day-by-day planning for processing of the work involves about the same consideration from plant to plant, although the planning is more intensive and extensive in some plants than in others because the number and size of lots may vary, sequencing of processes may differ somewhat, and decisions on how to maintain an effective balance between work-load and production resources may not always involve the same considerations. Similarly, solving problems of customer relations, budgeting, procurement of supplies, and employee management calls for about the same methods and knowledges, even though the factors which give rise to the problems (in any one category) may be quite variable and their rate of occurrence may be quite different from plant to plant.

SPECIALIZATIONS AND TITLES

Two specializations have been found to exist in activities covered by the standards: Plant Manager and Plant Superintendent.

Plant manager specialization

This specialization encompasses the full range of managerial actions directly concerned with the operation of the laundry or the combination laundry and dry cleaning plant. It is the highest technical level, insofar as management of the laundry activity is concerned, within the establishment served by the laundry. As such, it normally is located within the laundry or laundry and dry cleaning organization as a full-time occupational specialization. In some instances, the manager position may be occupied by a military officer.

The work of the plant manager is a blend of office-type administrative duties and direction of plant production activities. Included in the former are: (1) adjusting workload to eliminate uneconomical peaks and valleys by negotiating with using organizations on possible shifts of incoming work to more suitable days, extending tight delivery schedules

which are causing over-time work, and increasing inventories of short-supply items which must be given special handling because of the tight inventory; (2) reviewing cost of operations against budgeted costs and determining action needed to correct deficiencies; (3) maintaining good customer relations by noting incidence of claims for lost and damaged articles, complaints regarding late deliveries, and reports of inferior work quality, and by taking action to uncover and minimize causes; and (4) carrying out the operating official's responsibilities for personnel, supply, records, etc. In some situations, the plant manager also develops data for use in preparing budget estimates and may present the budget to local administrative officials. Where service charges are determined locally, the Laundry Plant Manager or the Laundry and Dry Cleaning Plant Manager may determine the rate of customer charge.

In directing the plant production activities, the plant manager personally, or through a subordinate, performs such typical tasks, as: (1) seeing that a balance is maintained between workload and the equipment in use, recommending as necessary, the purchase of additional equipment, restoring standby equipment to active use, or placing unneeded equipment in standby status; (2) keeping work force in balance with workload by authorizing overtime or obtaining authorization from an appropriate official, negotiating for additional positions to meet increasing volume, or declaring unnecessary positions surplus; (3) ensuring adequate plant maintenance by determining kind and frequency of equipment lubrication and cleaning requirements, supervising overhaul of equipment, arranging the timing of equipment over-haul and installation so as not to interfere with production schedules, and negotiating with utilities organizations for delivery of better quality (dryer) steam, etc.; (4) working out or approving master work schedules and ensuring that the lot sizes are kept compatible with equipment facilities of the various departments; (5) making or arranging for studies of plant layout to ensure efficient locating of new machines or equipment and to eliminate back-tracking or other excessive handling and transportation of work in process; (6) ensuring that effective laundering or laundering and dry cleaning processes are used by keeping informed of results of tensile-strength-loss tests, pH (acid or alkalinity) readings of sudsing, rinsing, and souring operations as they relate to the washing formula, noting the number of pieces sent back for repeat processing, and keeping informed, through trade journals and meetings of trade groups, regarding industry development of improved processes, development of improved equipment, and processing of new fabrics; and (7) ensuring proper observance of standardized washing formulas, dry cleaning formulas, extractor and tumbler cycle times, ironer speeds, etc., and taking action on reports of substandard supplies.

The authorized class titles for positions characteristic of this specialization are:

Laundry Plant Manager

Dry Cleaning Plant Manager

Laundry and Dry Cleaning Plant Manager

Plant superintendent specialization

The second specialization is that of plant superintendent. This specialization is essentially managerial in character. It is found only when a position of plant manager exists within the laundry organization, or when the authority to manage the laundry has been delegated to some official outside the laundry organization. Generally, the plant superintendent situation is not found in small plants since its primary reason for existence is to participate in managerial functions which in total require more man-hours than are available to the plant manager.

The plant superintendent's managerial functions are concerned more with managing the activities of the plant than of the office. Consequently, he must have a good knowledge of laundry and/or dry cleaning operations and processes and of the capabilities and capacities of plant resources. He need not, however, be an expert in any single phase of these operations nor have the manual skill to perform them. This is in contrast to the full trade knowledge which a laundry foreman or general foreman normally is expected to bring to the job in order to supervise effectively the manual operations performed by his subordinates. As in the case of the plant manager specialization, the key qualification requirement for the plant superintendent is ability to manage his assigned portion of the total laundry or dry cleaner business, although the total job includes also the supervision of those who perform the manual operations of the plant.

As is usually true in situations which involve management of blue-collar activities, there is a blend of Classification Act and wage board types of knowledges and skills inherent in the kinds of positions which make up the Superintendent specialization. Emphasis on these aspects of the superintendent positions will vary among agencies and even among field activities of individual agencies. Determination as to whether the paramount requirement of an individual position of laundry superintendent is managerial, and thus is subject to the coverage of the Classification Act, or whether the paramount requirement is supervision of manual labor positions, and thus not subject to the Act, should be made in accordance with current criteria of the Civil Service Commission relative to occupational coverage of the Classification Act.

Although he shares in the management of the laundry or dry cleaning business, the plant superintendent ordinarily does not enter into all of the managerial duties of the plant manager, except when substituting for the manager. The latter normally carries out personally the contacts with organizations served and with outside staff and administrative officials who control operating budgets, expenditures for capital equipment, authorizations for personnel spaces, and furnishing of utilities services. The superintendent's managerial functions pertain more to the activities carried on within the plant. For example, he carries out for the plant manager studies on such subjects as: adjustment of the organization's plans so as to eliminate peaks and valleys in workflow, stretching out delivery schedules as a means of balancing workload, reducing costs which are exceeding budgeted cost figures, replacement of worn or obsolete equipment, locating or relocating equipment to make maximum use of available space and to minimize handling and moving of work in plant. He



also substitutes for the plant manager in his absence, and performs any of the managerial and administrative duties that cannot be deferred until the manager returns.

Other managerial duties which occur regularly in positions of plant superintendent include: (1) keeping aware of the flow of work in relation to delivery schedules, noting the development of backlogs and delinquencies in output, determining their cause, and taking steps to correct them by shifting workers between departments, recommending overtime work to plant manager, and taking out of production low-priority work which can be carried over to the next day; (2) making special investigations of complaints received by plant manager to determine whether they are valid; if so, determining the cause and directing the proper actions to overcome them; (3) determining optimum standards in the light of available resources, such as equipment, manpower, and budget limitations, and revising these standards of quality as resources change and as comments on work quality are received from users of the service; (4) determining when established methods and standards of production are not in consonance with the equipment and/or layout of the plant, and making investigations to determine how such situations can be overcome within resources available for purchasing capital equipment and altering layout of the plant; and (5) maintaining an optimum balance between the various classifications of plant labor and the physical resources of the plant on the one hand and the volume and character of work flowing through the plant by making suitable recommendations to his superior.

Other duties which normally occur in these positions include: making daily and weekly checks to ensure that equipment is cleaned and lubricated according to standing schedule; checking on operators' reports of malfunctioning equipment and supervising repair work, or reporting to superior if malfunctioning is due to deficient utility services, such as inadequate pressure in compressed air lines, low-temperature steam, low water pressure, etc.; maintaining continuing control over the laundry and dry cleaning processes to ensure that standard formulas, cycle times, and prescribed quantities of supplies are used; and reviewing results of tensile-strength-loss tests and pH (acidity and alkalinity) readings.

Class titles authorized for positions covered by the plant superintendent specialization are:

Laundry Plant Superintendent

Dry Cleaning Plant Superintendent

Laundry and Dry Cleaning Plant Superintendent

THE EVALUATION PLAN

Two classification factors are used in the evaluation plan for most positions in this series. These factors are (1) Nature and Variety of Work and (2) Nature of Supervisory Control Exercised Over the Work. Other classification criteria pertinent to laundry positions in this series vary in intensity in the type of laundry and/or dry cleaning plant, and of the volume and kind of workload processed, and are reflected by the same considerations as are used to

measure the factor, Nature and Variety of Work. Consequently, these other classification criteria are not treated as separate factors in this standard.

The application of the grade level chart on page 17, is used in this standard as the basis for translating the classification criteria in the classification factors into grade level determinations.

For some positions in this series, there are conditions which can have a bearing on the complexity of laundry and dry cleaning plant management, but which are not common to most plants in any of the three types described in this standard. In order to give proper consideration to these conditions that are found in some positions, the standard provides a means on page 18, for recognizing the presence of these conditions in evaluating individual positions.

1. Nature and variety of work:

For purposes of this standard, laundry and dry cleaning plants are categorized according to the following types:

TYPE A. -- A combination laundry and dry cleaning plant in which the workload consists of individual bundle-work service for military personnel and their dependents, other authorized patrons, and bulk work generated by organizations of the post or base.

TYPE B. -- A laundry without a dry cleaning plant, in which the workload consists of individual bundle-work service for military personnel and their dependents, other authorized patrons, and bulk work generated by organizations of the post or base.

TYPE C. -- An institutional-type laundry, military or non-military, in which the workload consists primarily of laundering of Government-owned property used in the operation of the institution. The work-load may incidentally include individual bundle-work service for authorized patrons within or outside the institution.

It is recognized that variations of these basic situations exist, but no one of them is found often enough to justify general treatment in this standard. Typical variations or special conditions which may be given consideration in addition to the basic characteristics of the above categories are discussed under the heading, *Other Considerations in Evaluation*, in the material which follows.

For Type A and B activities, two direct measures of complexity are used: (1) the number of establishment military personnel authorized to use the services, and (2) the proportion of the total workload classed as bundle work. Because the number of potential bundle-work customers and the quantity of Government property being processed often differ materially from the rated capacity of the laundry and/or dry cleaning plant, either exceeding or falling short of the related capacity, the workload of a military laundry and/or dry cleaning plant is measured in this standard by the current military strength of the post or base. Strength is considered to be a direct measure of the volume of organizational work (as opposed to



personal bundle work) generated by the post or base organizations. It is not intended to be a direct measure of personal bundle work. Bundle work is expressed as a percentage of the total work flowing through the plant, as indicated by the piece count, poundage, or other kind of volume record maintained by the plant.

As in the case of Type A and Type B laundries, the workload of Type C plants is measured by two variables: (1) the current average number of patients or residents of the institution, and (2) the proportion of individual bundle work processed. Patient load or the number of residents measures the workload resulting directly from the care of patients or residents as well as work generated by clinics, food-service departments, other supporting elements of the hospital or institution, by the staff of the institution or hospital, and by outpatients. The number of outpatients is not to be included in the average patient load. Institutional-type laundries normally are designed to accommodate to the volume of work that would be generated by full utilization of the institution's bed capacity or resident facilities. Not always, though, does the average patient load or resident population equal the rated capacity of the institution. Sometimes, the actual usage exceeds the rated capacity, and in other cases is well below it. For this reason, the average number of patients or residents served is used as one, but not the only, measure of workload. The other measure is the proportion of bundle work processed. Seldom is the volume of personal bundle work processed in an institutional-type laundry as great, proportionately, as in a plant serving a military post or base and classed as Type A or Type B. When the institutional-type laundry serves other organizations or personnel not directly connected with the institution, such as other military establishments, the additional work may be credited under the procedures described below in the section titled *Other Considerations in Evaluation*.

The measures of activity referred to in the preceding two paragraphs assume that the workload distribution of the laundry and/ or dry cleaning plant is normal for the type of plant involved, based on the types of laundry and dry cleaning plant situations found at the time this standard was prepared. Occasionally, the distribution of volume between bulk and bundle work may be abnormal in a way that cannot be compensated by application of the *Other Considerations in Evaluation*. For example, the volume of bulk work processed in a Type B plant might, because of some abnormal circumstance, be so extraordinarily large that the percentage of bundle work is lowered considerably below what it would be if the volume of bulk work were normal for a plant of that size. Or, the proportion of wearing apparel that has to be individually identified in an institutional laundry might be all out of proportion to what is normal for a Type C laundry. In such cases, sound classification judgment must be exercised to compensate these conditions equitably.

Generally, within any category of plants, the greater the work-load, the more complex is the work of the plant manager and the plant superintendent. Larger volume presents greater probability of imbalance between workload, and thus leads to more frequent temporary rescheduling and shifting of personnel within the plant. Other problems of operation which result whenever the routine flow of work is disrupted have more opportunity to occur in a large-volume activity than in a small one. Complaints regarding delinquent delivery of work to using organizations are more frequent when many different organizations are serviced.

Individual customer complaints regarding loss and damage of private bundle-work items are certain to be more frequent when the volume of work is large than when it is small. Heavy volume, requiring as it does more pieces of laundry equipment than are needed for light volume, results in more extensive maintenance activity and additional effort in planning equipment modernization and replacement programs. Management of activities in a large plant requires more elaborate and formalized production control methods than in a small plant processing the same kind of work.

The proportion of bundle work handled in any of the three types of plants also has a direct bearing on the complexity of plant management. The attention given to the quality of bundle-work processing necessarily is more intensive than is the attention given to the laundering of organizational bulk work. The customer expects the same quality of work from a Government-operated laundry as he would expect from a commercial laundry. To meet these quality standards requires more press lays, more hand finishing, and generally a more individualized handling of separate pieces than does bulk work. Organizational work, being largely work which can be finished by dry tumbling and flatwork ironing, is handled in a more mechanized fashion and with less need for attention to quality of appearance.

Bundle work represents the personal effects of the sender, and so must be identified through some system of marking or tagging which will ensure returns to the customer of the identical articles which he sent. This individual identification of each piece must be maintained from the time the bundle enters the plant until it is assembled for return to the customer. Thus, there are operations of marking and sorting required in processing bundle work which are not present in handling bulk work.

There also is a need for classifying bundle-work items, prior to washing them, which is much more extensive than is required for organization work. Bundle work often includes wearing apparel of the sender's family, such as silks, nylons, rayons, printed and dyed articles which may not be colorfast, plus household items such as draperies, curtains, slip covers, etc. Organization work mostly consists of white cotton articles, although some hospital linens are dyed, and thus calls for far fewer classifications.

The above-mentioned peculiarities of bundle-work processing result in the performance of many operations which tend to complicate plant management, and to reduce the output per operator. Thus, bundle-work processing requires a larger work force than would a like volume of bulk work.

2. Nature of supervisory control exercised over the work:

Seldom is the plant manager's supervisor technically trained in laundry or dry cleaning processes. As a consequence, the plant manager is authorized to take action without prior clearance with his supervisor on matters which depend, for their resolution, upon the application of technical knowledge of plant operations. After significant actions are taken, the manager may brief his supervisor on what has taken place. As a rule, he is required to get the prior clearance of his supervisor on such matters as expenditure of funds for capital



equipment, agreements to furnish service to other Government establishments, requests for significant changes in the personnel authorization, and changes in the customer service charges when the charges are determined locally. In clearing such matters, the plant manager's views normally are accepted as being authoritative and usually determine his supervisor's final decision or the course of action he takes. This relationship does not differ materially from one type of plant operation to another, and is not affected by the volume or character of the workload.

The plant superintendent works under a technically qualified plant manager. As a consequence, most of the unusual problems he encounters, and most of the more important decisions he makes, are cleared with the plant manager before final action is taken. Day-by-day decisions on matters which are strictly internal to the laundry organization normally are taken without prior clearance with the plant manager. Alterations in the work schedule to meet volume fluctuations and equipment failures are made independently provided the scheduled delivery of finished work to users of the service is not affected. Shifting of employees between departments and work crews is ordered independently whenever the need occurs. Vacation schedules are made or are approved by the superintendent on the basis of his knowledge of seasonal or other expected fluctuations in the workload. Maintenance and cleanup operations are scheduled by the superintendent at his own discretion, but within established policies governing overtime work and use of irregular tours of duty.

USE OF GRADE-LEVEL CHART

Note: While the grade-level chart on page 15 applies only to plant manager positions, the classification criteria in this standard are also applicable to the plant superintendent positions. Generally, a plant superintendent position would be classified one or two grades below the plant manager in the same laundry and/or dry cleaning plant, depending upon the relationship between the two positions and extent to which the full range of functions listed under the plant superintendent specializations is performed.

Type A and Type B

- (1) Determine the appropriate current average strength range from among those shown on the table. "Current average strength" is the average strength of the post or base during the 12 months preceding the month in which the evaluation is made. If the current average strength falls in a gap between two ranges, the position is to be considered borderline, and the decision between the two possible grades should be made on the basis of sound classification judgment as to the overall worth of the position.
- (2) Determine the appropriate percentage range of bundle work from among the three provided on the chart, using the average of the past 12 months as the current average. If the current average falls in a gap between two ranges, the position is to be considered borderline, and the decision between the two possible grades should be



made on the basis of sound classification judgment as to the overall worth of the position.

- (3) If the current average strength and the current average percentage of bundle work both fall in gaps between established ranges, only one may be placed in the higher range.
- (4) Determine whether the position is that of a manager or a superintendent.
- (5) Assign the GS grade which is indicated by the preceding steps.

Type C

- (1) Determine the current average patient load or resident population of the institution from among the ranges shown on the chart. The "current average patient load" or resident population is the average of the last 12 months preceding the month in which the evaluation is made. If the current average falls in a gap between two ranges, the position is to be considered border line, and the decision between the two possible grades should be made on the basis of sound classification judgment as to the overall worth of the position. If the current average is substantially fewer than 300, specific grade level guidance is not provided by this standard, although the criteria used herein will serve as a guide in evaluating the position.
- (2) Determine the appropriate percentage range of bundle bundle from among the two provided on the chart, using the average of the past 12 months as the current average. If the current average falls in a gap between two ranges, the position is to be considered borderline, and the decision between the two possible grades should be made on the basis of sound classification judgment as to the overall worth of the position.
- (3) If the current average patient load or resident population of the institution and the current average percentage of bundle work both fall in gaps between established ranges, only one may be placed in the higher range.
- (4) Determine whether the position is that of a manager or a superintendent.
- (5) Assign the GS grade which is indicated by the preceding steps.

GRADE-LEVEL CHART*
TYPE A--MILITARY POST OR BASE LAUNDRY AND DRY CLEANING PLANT

Current Avg. Strength of Post/Base	40% or more of Work is Bundle Work	15% to 35% of Work is Bundle Work	10% or Less of Work is Bundle Work
25, 000 to 40,000	Manager GS-12	Manager GS-11	Manager GS-10
10,000 to 20,000	GS-11	GS-10	GS-09
3,000 to 8,000	GS-10	GS-09	GS-08
1,000 to 2,000	GS-09	GS-08	GS-07

TYPE B--MILITARY POST OR BASE LAUNDRY PLANT

Current Avg. Strength of Post/Base	40% or more of Work is Bundle Work	15% to 35% of Work is Bundle Work	10% or Less of Work is Bundle Work
25, 000 to 40,000	Manager GS-11	Manager GS-10	Manager GS-09
10,000 to 20,000	GS-10	GS-09	GS-08
3,000 to 8,000	GS-09	GS-08	GS-07
1,000 to 2,000	GS-08	GS-07	GS-06

TYPE C---INSTITUTIONAL-TYPE LAUNDRY (MILITARY OR NON-MILITARY)

Current Average Patient Load or Resident Population of the Institution Served	15% to More of Work is Bundle Work	10% or Less of Work is Bundle Work
2,000 to 2,500	Manager GS-11	Manager GS-10
1,400 to 1,800	GS-10	GS-09
1,000 to 1,300	GS-09	GS-08
600 to 900	GS-08	GS-07
300 to 500	GS-07	GS-06

*Note: The grade levels in this chart are based on the assumption that the supervisory control exercised over the work is minimal, i.e., as described on page 12. Where supervisory and other management controls over the work of a position are closer than those described in this standard, this fact is to be taken into account in applying the grade-level chart.

OTHER CONSIDERATIONS IN EVALUATION

As mentioned elsewhere in the standard, there are a number of conditions which can have some bearing on the complexity of laundry and dry cleaning plant management, but which are not common to most laundries in any of the three types described in the standard. For positions which evaluate at or below GS-11 in applying the Grade-Level Chart, such conditions may be recognized in the following manner: When one or more of these conditions is present and the current average strength of the post or base, or the current average patient load or resident population of the institution, is substantially above the

midpoint of the appropriate range, consideration may be given to valuating the position in the next higher grade. Likewise, when the strength, patient load or resident population is below the midpoint of the appropriate range, consideration may be given to evaluating the position at the next higher grade if two or more of the following conditions are present:

1. Patients or residents of the hospital or institution account for one-half of the manhours expended in the laundry and/or dry cleaning operations. The manager or superintendent is required (a) to conduct a continuing program of training people who have no previous laundry and/ or dry cleaning experience, and, as necessary, (b) to exercise controls to prevent unauthorized exit from the plant.
2. There is a need for unusually large-scale sterilization measures in processing work of a hospital that specializes in the care of patients afflicted with communicable diseases.
3. The plant operates under a revolving capital fund, and the manager determines the charges for individual bundle work and for bulk work on the basis of actual unit costs of operation.
4. The laundry or the combination laundry and dry cleaning plant processes, for other establishments or authorized personnel, work which is not measured by the workload measurements provided in Grade-Level Chart, and the volume of this outside work is equal to at least one-third of the establishment's regular workload. (For example, a post laundry serves a post with a troop strength of 18,000 and 40% of the workload is bundle work. The base grade of the Manager is GS-10, but the post laundry also serves another military establishment in the area, which contributes work equal to at least 1/3 of the regular workload of the post laundry. Since this outside work is not measured by the post strength, it is classed as an Other Consideration in Evaluation.) (In rare circumstances, the work received from outside sources might exceed considerably the total work generated by the post or base where the laundry is located. In such cases, judgment must be used to determine whether the criteria of the standard, including the provisions of this paragraph, result in an equitable evaluation.)
5. The volume of bundle work is exceptionally high, amounting to 70% or more of the total workload.
6. The plant regularly operates on more than one shift, and the number employed on the second shift is at least 25% of the first-shift complement, requiring additional production planning for the carry over of work to the second shift. (Seasonal use only of multiple shifts is not creditable as an Other Consideration in Evaluation.)