

# Position Classification Standard for Commissary Management Series, GS-1144

## Table of Contents

<b>SERIES DEFINITION.....</b>	<b>2</b>
<b>EXCLUSIONS.....</b>	<b>2</b>
<b>OCCUPATIONAL INFORMATION.....</b>	<b>2</b>
<b>PAY CATEGORY.....</b>	<b>4</b>
<b>TITLES.....</b>	<b>5</b>
<b>EVALUATING POSITIONS .....</b>	<b>6</b>
<b>GRADE LEVEL CRITERIA FOR .....</b>	<b>6</b>
<b>COMMISSARY OFFICER POSITIONS .....</b>	<b>6</b>
<b>FACTOR-LEVEL DESCRIPTIONS .....</b>	<b>7</b>
<b>FACTOR I. SCOPE OF OPERATIONS.....</b>	<b>7</b>
<b>FACTOR II. COMPLEXITY OF OPERATIONS.....</b>	<b>9</b>
<b>FACTOR III. LEVEL OF MANAGERIAL RESPONSIBILITY .....</b>	<b>12</b>
<b>GRADE CONVERSION TABLE .....</b>	<b>15</b>
<b>GRADE LEVEL CRITERIA FOR STORE MANAGER AND DEPARTMENT MANAGER POSITIONS....</b>	<b>16</b>

## SERIES DEFINITION

This series includes positions that manage, supervise the management of, or advise on the operation of commissaries or commissary departments. These positions primarily require knowledge of commercial retail food merchandising and food store management. The work also requires knowledge of the goals, principles, methods, and techniques of commissary management, including knowledge of Department of Defense commissary policy, equipment and facilities maintenance, security, contracting, pricing, and ordering. Positions in foreign countries may require some knowledge of the customs and mores of the host nation.

## EXCLUSIONS

1. Classify positions that involve primarily supervision of clerical work in a commissary such as sales store checker, accounting clerk, and cash clerk in the appropriate clerical series such as the [Sales Store Clerical Series, GS-2091](#); the [Accounting Technician Series, GS-0525](#); the [Cash Processing Series, GS-0530](#); or other series as appropriate.
2. Classify positions concerned primarily with managing a store for the retail sale or distribution of clothing, stationery, tools, or other non-food supplies in either the [Business and Industry Group, GS-1100](#), or the [Supply Group, GS-2000](#), depending on the predominant knowledge, skills, and abilities required.
3. Classify supervisory positions that have trade, craft, or laboring experience and knowledge as the paramount requirement to perform the primary duty of the position in the [Federal Wage System](#) (FWS). These positions are evaluated by application of the [Job Grading Standard for Federal Wage System Supervisors](#) (see the "PAY CATEGORY" discussion).
4. Classify positions concerned primarily with managing all aspects of central distribution centers in the [Distribution Facilities and Storage Management Series, GS-2030](#).

## OCCUPATIONAL INFORMATION

Commissaries serve active duty and retired military personnel, reservists, National Guard personnel, authorized dependents, and authorized civilian employees. They are located throughout the continental United States and abroad.

While commissaries are similar to supermarkets in the private sector, they differ in several significant ways, for example:

- they must screen customers to assure that sales are made only to authorized patrons;
- they do not use the loss leader competitive techniques of private supermarkets;

- they do not operate in a profit-oriented retail environment (i.e., they charge the customer wholesale cost plus a surcharge percentage to cover operating costs); and
- they operate within a different set of legal and administrative constraints on the ways in which they manage and price their products.

Most commissaries are organized in a similar manner. The various functions are arranged into departments and sections, such as the following:

- Grocery Department. Sale of perishable and semi-perishable food items and common household products.
- Meat Department. Processes and displays fresh meat products and packaged meat items and merchandise received frozen and sold chilled.
- Produce Department. Processes and displays fresh fruits and vegetables and household plants.
- Customer Services Department. Includes a limited access area, a customer service center, and a front-end cash register area.
- Receiving Department. Receives and in-checks all subsistence and merchandise except meat and produce. Receiving of meat and produce is usually accomplished by respective department personnel but is subject to spot-checks by other designated personnel.
- Remote Distribution Center (RDC). Receives, stores, and issues merchandise. RDCs are found primarily at overseas locations when central distribution center support is not available.
- Vendor-Operated Activities. Vendor-operated bakeries, fresh fish markets, yogurt stands, pizza carts, salad bars, delicatessens, and plant shops exist at some commissaries to enhance patron service. Where these activities are available, vendor personnel serve the commissary patrons with across-the-counter service.
- Management Support Center. Provides administrative, computer, and resource functions related to the operation of the commissary.
- Troop Support. At those commissaries where troop support is provided, this section is responsible for the receipt, storage, distribution, and accountability of stock; determination of inventory levels; and establishment of controls. Troop support customers include officer and enlisted open clubs and messes, war readiness exercises, U.S. embassies, and authorized foreign troops in overseas locations.
- MINICOM Operations. At some locations, particularly in highly populated service areas, MINICOMs are established to serve as an extension of the main facility. Generally, they

are open on weekends, evenings, holidays, and other times when the main commissary is closed.

- **Supported Facility.** A store that is geographically separated from the main commissary, but which relies upon the main store for services and/or goods. A supported facility is commonly referred to as a satellite or satellite store. It could be, in the case of a large installation, located a few miles away on the same installation, or could be several miles away on a different installation. A supported facility may have less than the typical full range of commissary departments and operations. For instance, the main commissary may cut and package all meat to be sold by the supported facility. The store manager at the supported facility may or may not receive supervision from the commissary officer at the commissary providing the goods and services. A supported facility differs from a MINICOM in that a MINICOM normally adjoins, and simply serves as an extension of, the main commissary.
- **Supported Function.** Any one of a variety of functions or services provided by one commissary to another commissary, facility, or operation. A supported function is a regular and recurring operation that is above and beyond that accomplished within a typical commissary environment. One example is performing administrative/accounting services for a store at another location. For effective use of resources, the agency has implemented this process to eliminate the need for a complete management support center at every store. Although the service will normally require some additional manpower and equipment at the commissary providing the service, overall resources are significantly reduced without affecting basic patron services. Other examples of supported functions are a troop issue operation, a MINICOM, or a receiving/ distribution operation for another store.

## **PAY CATEGORY**

There may be instances in which the proper pay category of some meat department manager positions will not be readily apparent. They will require further analysis to identify their proper pay category. The "primary duty" principle should be applied to resolve such cases.

Some meat departments may require supervision and direction by a Federal Wage System supervisor; others a General Schedule manager. The decision must be based upon the PARAMOUNT knowledge and skill requirement necessary to perform the primary supervisory/managerial duty of the position. The fact that a position may require trade or craft knowledge and experience does not, in itself, mean that this requirement is paramount for the performance of the "primary duty" of the position.

A manager of a medium to large meat department in which the volume of business, hours of operation, and other complicating factors typically require one or more subordinate Federal Wage System supervisory or leader positions, is under the General Schedule pay category. Conversely, a manager of a smaller meat department with a few nonsupervisory meatcutters, in which the manager is also required to cut meat on a regular, recurring, and continuous basis in addition to supervisory duties, is classified under the Federal Wage System. (Note: Care should be exercised to ensure that "working supervisor" positions meet the minimum supervisory requirements specified in the [FWS Job Grading Standard for Supervisors](#). If not, they should be classified as leader positions.)

Additional guidance in distinguishing between General Schedule and Federal Wage System supervisory positions may be found in the [Federal Wage System Job Grading Standard for Supervisors](#), the [General Schedule Supervisory Guide](#), and the [Introduction to the Position Classification Standards](#).

## TITLES

*Commissary Officer* is the title used for positions that have full and final responsibility for managing all activities and functions of a commissary with a full range of departments; i.e., Grocery, Meat, Produce, Management Support, and other functions.

*Assistant Commissary Officer* is the title for positions of full assistants (i.e., full deputies) to commissary officers. Assistant commissary officer positions share fully in the duties, responsibilities, and authorities of the commissary officer. These positions are normally graded one grade below the commissary officer.

*Store Manager* is the title for positions that, under the direction of Commissary Officer, manage the day-to-day retail operations of a commissary. Responsibilities include assigning, managing, and coordinating the work of department managers; obtaining and preparing stock for sale; and providing assistance to customers by giving advice and resolving complaints. This position does not share in the responsibility or accountability for the overall commissary operation to include mid- or long-range planning of the total operation of the commissary, the troop issue mission, or other specific departments/functions. The Store Manager will not normally supervise all departments/ sections.

This title is also used to designate the top position in a supported facility.

*Department Manager* is the basic title for positions engaged in managing a meat, produce, or grocery department within the commissary when no other authorized title is more appropriate. These positions require specialized knowledge of the commodity area involved. The full title of such positions is derived by adding the appropriate commodity area designator, e.g., Grocery Department Manager.

*Commissary Management Specialist* is the title used for positions responsible for developing, analyzing, evaluating, advising on, or improving the effectiveness of administrative, accounting, budgetary, purchasing, and operational procedures in commissary stores and departments. They are located at the agency headquarters, regional, or local level. The duties of such positions are usually nonmanagerial, and nonsupervisory in nature and may involve merchandising, display design, or trainee functions. (Add the supervisory prefix to positions that meet the criteria for coverage by the [General Schedule Supervisory Guide](#).)

## EVALUATING POSITIONS

The grade-level criteria in Part I of this standard are to be used to classify commissary officer positions. Since commissary management involves program management and supervisory work, the [General Schedule Supervisory Guide](#) should also be applied to those positions whose supervisory duties and responsibilities meet minimum requirements for coverage by the guide. The final grade of the position should reflect the highest level of program management or supervisory work performed.

This standard does not provide grade-level criteria for all types of positions involved in commissary management. The following positions cannot be graded by direct application of the criteria in this standard:

1. Commissary Management Specialist Positions. These positions should be coded to this series and graded on the basis of their nonsupervisory responsibilities in accordance with the appropriate subject-matter standards or guides (e.g., [Budget Analysis, GS-0560](#); [Contracting, GS-1102](#); [Grade Evaluation Guide for Supply Positions](#); or [Administrative Analysis Grade Evaluation Guide](#)).
2. Entry Level and Developmental Positions. These positions should be graded using other related standards and sound classification and position management practices. Entry level trainees receive a planned series of progressively more responsible assignments that expose them to a variety of operating commissary situations and problems. Trainee and developmental positions are graded at the GS-5/7 level.

## GRADE LEVEL CRITERIA FOR COMMISSARY OFFICER POSITIONS

The grade-level criteria in Part I cover positions at grades GS-9 through GS-13. This range represents the performance level typical of the occupation. The absence of grading criteria for positions at any particular grade level does not preclude evaluation of positions at that grade. In rare cases if a position substantially exceeds the GS-13 level of the grading table, the agency may consider assigning a GS-14.

Positions are graded on the basis of their duties and responsibilities, as evaluated in terms of three factors which combine to influence the relative complexity and difficulty of the work:

- I. Scope of Operations
- II. Complexity of Operations
- III. Level of Managerial Responsibility

Positions should be evaluated on a factor by factor basis, using the factor-level descriptions. Only the designated point values may be used. Each factor must be fully met to be credited.

The descriptive material found in a particular factor level expresses the nature or quality of that factor or level. In Factor III, only Levels A, C, and E are described; these are the levels with which most positions will normally be equated. There may, however, be instances where the responsibilities of particular positions will exceed the description for one level, but not fully meet the description for the next higher level. In these instances, Levels B and D may be used. For example, if the level of managerial responsibility exceeds Level A but falls short of Level C, then Level B is appropriate.

*Dollar Volume of Sales.* While monthly sales figures are used extensively as criterion by the Defense Commissary Agency for various purposes, such as establishing class sizes of commissaries, dollar volume of sales has not been included in this standard as a grade evaluation criterion, since it is subject to inflationary trends. Although occasional general reference is made to volume of sales in the standard, this is intended solely to help convey the concept intended by the standard.

*Number of Line Items.* This is another statistic that has been used extensively by the Defense Commissary Agency for various purposes. Line items, like dollar volume of sales, is not included in the standard as a separate grade evaluation factor. The Defense Commissary Agency's initiative to establish a standard number of line items at all commissaries is an indication that this statistic, in and of itself, is not appropriate for classification purposes.

While disregarded as specific classification factors, for purposes of applying this standard, relative dollar volume of sales and the relative number of line items carried have been considered to the extent possible in the various levels within the factors.

## **FACTOR-LEVEL DESCRIPTIONS**

### **FACTOR I. SCOPE OF OPERATIONS**

This factor measures the extent to which the scope of operations, expressed in terms of three elements, affects the management of commissaries. Generally speaking, the larger the commissary, the more difficult and responsible the commissary officer's duties. Credit a level when two of the elements are fully met at that level, provided that the third element is no more

than one increment below that level. For example, if two elements are at Level D, and the other is at Level C, Level D would be credited. If elements met A, B, and D, Level B would be credited since two of the elements meet or exceed Level B. In those cases where one element is two or more increments below two higher elements, back off one level from the higher level. For example, if two elements are at Level D and the other is at Level A or B, Level C would be credited.

*Monthly Customer Transactions.* This element is derived from monthly cash register transactions averaged over a 12-month period, usually on a fiscal year basis. The number of *monthly customer transactions* indirectly reflects the volume of sales. Since charge sale transactions are not processed through cash registers, these accounts are not included in this element. Charge sales, the majority of which are bulk transactions, require a different accounting procedure than cash register transactions and are covered by a sub-element in Factor II.

*Size of Sales Floor.* Included in this element is the square footage of the major commissary sales departments (grocery, meat, and produce). As a general rule, the larger the sales area, the larger the support functions (i.e., checkout area, number of cash registers, administrative support group, etc.) both in physical size and personnel. For this element, include the size of MINICOMs, but not that of a supported facility.

*Weekly Hours and Days of Operation.* This element reflects the need to ensure adequate personnel are available to serve the customer, operating schedules conform to the needs of the military community, and adequate levels of merchandise are available for shoppers at any particular time. This element also reflects indirectly the relative difficulty encountered by commissary officers in scheduling maintenance. Generally, the greater number of hours and days of operation makes it more difficult to balance maintenance requirements, customer satisfaction, and employee work scheduling.

#### *Level A (60 Points)*

The number of monthly transactions totals up to 25,000; the size of the commissary's total sales floor is up to 1080 square meters (12,000 square feet); and the commissary is open 5 days per week, up to 46 hours per week.

#### *Level B (100 Points)*

The number of monthly transactions ranges from 25,001 to 50,000; the sales floor ranges in size from 1081 square meters (12,001 square feet) to 2250 square meters (25,000 square feet); and the commissary is open 6 days a week, from 42 to 66 hours per week.

*Level C (140 Points)*

The number of monthly transactions ranges from 50,001 to 75,000; the sales floor ranges in size from 2251 square meters (25,001 square feet); to 3150 square meters (35,000 square feet); and the commissary is open 7 days per week, a minimum of 62 hours per week.

*Level D (180 Points)*

The number of monthly transactions ranges from 75,001 and up; the sales floor ranges in size from 3151 square meters (35,001 square feet) to 4050 square meters (45,000 square feet); and the commissary is open 7 days a week, a minimum of 70 hours per week.

## **FACTOR II. COMPLEXITY OF OPERATIONS**

This factor recognizes the level of complexity affecting commissary positions caused by the nature and diversity of operating problems. The more complex, unpredictable, frequent, and diverse such problems and conditions are, the more they complicate program planning, scheduling and assigning work, modifying or developing procedures for work accomplishment, and other managerial activities of the commissary officer.

*Supported Functions.* This element recognizes the impact that managing satellite operations, MINICOMS, troop support functions, and other supported facilities have on the complexity of operating commissary programs. Some remotely located commissaries, such as in some overseas locations, may also have responsibilities for warehousing functions. These functions, where they are found applicable, are also covered by this element. (Note: Care should be taken to ensure that warehousing functions are sufficient in scope to receive consideration. Generally speaking, complete warehousing functions require a separate warehousing staff to include a supervisor or leader in order to receive credit under this element.)

*Additional Services.* This element measures various aspects of the commissary program. As a minimum, the commissary officer has program responsibility for management of a grocery department, a produce department, a meat department, and an administration department, which usually includes the front-end section. Commissaries vary widely in the number and type of additional services available to customers. Some of these are: in-store bakery, delicatessen, fresh fish market, fresh pizza service, yogurt and soft ice cream stand, candy counter, and plant stand. While these services are generally contractor-operated, they place additional managerial responsibility on the commissary officer where they exist.

*Operational Considerations.* This element measures the extent to which the overall operation of the commissary impacts on the commissary officer's managerial responsibility. The following subelements are to be considered in crediting this element. The list is indicative of the wide variety of operating environments and complexities in which commissaries are found. Generally speaking, the larger the commissary operation, the greater the number of creditable subelements.

1. The commissary is housed in a structure that was not originally intended for commissary usage (e.g., a former warehouse, airplane hangar, or ship repair shop). Utilities such as air conditioning, heating, ventilation, electricity, etc., may be obsolete and contribute to greater than normal maintenance and repair activity. Repair efforts are hampered by such factors as the length of time it takes to acquire repair parts or the lack of fully qualified repair personnel.
2. The commissary officer maintains five or more service contracts (e.g., custodial, shelf stocking, and refrigeration repair). He/she coordinates contracts renewal and initiation by preparing and revising statements of work to be used by base or region contracting personnel. The commissary officer ensures acceptable contractor performance by overseeing the commissary's quality assurance evaluation function for all active contracts, and personally serving as contracting officer's technical representative for some major contracts.
3. For commissaries in isolated locations, the commissary officer must develop contingency plans to offset shortages due to unexpected delays, unfilled orders, or cancellation of deliveries.
4. The commissary conducts regular truckload sales three or four times per year, which requires an unusual amount of planning and scheduling on the part of the management staff.
5. Competition from neighboring (e.g., within a 30-minute drive) discount-type supermarkets requires the commissary officer to employ original and unique marketing techniques in order to maintain and/or increase the commissary's customer base.
6. The population serviced by the commissary fluctuates regularly and significantly, thereby requiring the commissary officer to ensure the availability of staff when needed and to eliminate unnecessary staff when business decreases. The serviced population fluctuates by at least 25 percent within a year, as reflected by the number of customer transactions.
7. The agency requirement to stock certain mandatory items in all commissaries places an added level of complexity on the management of small commissaries because of the lack of adequate space. The commissary officer must continually resolve conflicting issues between agency requirements and local customer preference regarding items stocked.
8. Service contract defaults occur at least once per year, requiring the commissary officer to react quickly to ensure that the commissary maintains its operating schedule with the least amount of disruption.
9. The commissary receives at least five deliveries from five separate distributors each day at least 5 days per week.
10. Products offered for sale differ substantially from the agency-prescribed mandatory selection because of the wide variety of clientele serviced. In addition to a significant

percentage of authorized retired and other civilian personnel, the commissary serves a multiservice compound or multimission military base that contains a significant number of active duty military officers, enlistees, and dependents. This clientele mix requires the commissary officer to stock a wider variety of items than in situations where customers are predominantly of one or two types.

11. The commissary officer has agency-authorized latitude (in excess of the standard discretionary 20 percent) to buy from local vendors who have blanket purchase agreements with the region, rather than buying primarily from Defense supply channels.
12. For overseas locations, the commissary is assessed daily detention fees if cargo vans are not unloaded and returned within the designated time, usually within 3 days. These situations frequently require the commissary officer to revise employees' work schedules or authorize unscheduled, last-minute overtime to avoid the detention fees.
13. The commissary's customer base includes a substantial number (e.g., 20 or more) of charge sales accounts in support of such organizations as embassies, military hospitals, reserve components, base schools and child care centers, officers and enlisted clubs, dining halls, and exchanges. Charge sales accounts may be established on a long-term or one-time service basis. The surcharge that is added to regular cash register sales is not included in charge sales accounts. To establish charge sales accounts, the commissary officer enters into formal tailored agreements with each organization serviced. These agreements involve such variables as the number of days in advance the organization will submit requests for goods; days when goods will be issued; provisions for agreement renewal; and payment procedures.

*Level A (20 Points)*

The commissary is self-contained. There are no supported functions. At this level, the commissary program is limited to basic patron services (i.e., the standard variety of groceries, produce, and fresh meats). As for operational considerations, up to four of the listed subelements are creditable at this level.

*Level B (40 Points)*

The commissary operation consists of the main store, plus one of these supported functions: a warehousing operation, troop issue function, supported facility, or a MINICOM. In addition to the standard commissary program services typical of Level A, and in addition to the supported function, the program at this level is enhanced by at least three additional services such as a fresh fish market, a bakery, and a delicatessen. Five to eight operational considerations apply to Level B positions.

*Level C (60 Points)*

The commissary operation in addition to supporting two or more supported functions listed in Level B, is enhanced by at least five additional services. Nine or more operational considerations are present. Alternatively, Level C includes commissaries that support one or more supported facilities (as defined on page 6) but only meet Level B in additional services and operational considerations.

**FACTOR III. LEVEL OF MANAGERIAL RESPONSIBILITY**

This factor measures the managerial responsibilities and problems that affect the difficulty of the work. For the most part, the greater the degree of authority and responsibility for the various aspects of management, the greater the level of planning and coordination required and the more difficult the commissary officer's job. The elements to be considered in crediting this factor include the following:

*Budget Management.* Under the agency-imposed budget management system, all commissaries utilize basically the same budget and accounting procedures and processes. In addition, all commissary officers are delegated virtually the same degree of authority to manage their financial resources. However, commissaries vary greatly in terms of the scope and complexity of the commissary program, which dictates varying levels of budget and accounting planning, execution, and decision making in different positions.

*Personnel Management/Supervisory Responsibility.* The extent to which the commissary officer manages personnel through subordinate supervisors and has authority to deal with personnel, labor-management, employee relations, and other actions affects the complexity of problems inherent in the work. Essentially all commissary officers are delegated the same degree of personnel management/supervisory authority.

In a manner very similar to the exercise of budget management authority, different commissary officers encounter varying degrees of difficulty while exercising virtually the same level of delegated personnel management/supervisory authority. The complexities encountered vary widely from commissary to commissary. The following list illustrates complicating situations that are creditable beyond Level A:

1. **Mixed workforce.** The commissary staff is composed of a mixed workforce of civilian and military; civilian and local nationals; or civilian, military, and local nationals. Of the military and/or local nationals, several are in subordinate supervisory or key level staff positions. In addition to Federal and agency personnel management regulations and procedures, the commissary officer is required to have country-specific knowledge of local national employment regulations, practices, and procedures and/or U.S. military personnel billeting, work assignment, and appraisal requirements and practices.
2. **High turnover.** While it is generally accepted that there is a "manageable" level of turnover in any organization, there are instances in commissaries where excessive

turnover poses particularly difficult managerial problems for commissary officers. For example, the continuous training required in extreme cases may create scheduling problems. The commissary officer may be required to continually revise work schedules to ensure the availability of experienced employees to patrons while at the same time ensuring proper training of new employees. This element is creditable if: (a) the annual storewide (including supervisory staff) turnover rate is 30 percent or higher, or (b) the annual cashier turnover rate is 50 percent or higher.

3. On a regular and recurring basis, the commissary officer must deal directly with one or more labor organizations (e.g., union locals or works councils in foreign countries) on matters concerning conditions of employment.
4. Appointing authority/recruitment sources. Of the civilian workforce, there is a mixture of full-time, part-time temporary and permanent, and intermittent employees. The commissary officer must be aware of and regularly apply the different regulations governing hours of work, benefits, and rights of the different appointment categories. The commissary officer may, on a regular and recurring basis, encounter recruiting difficulties because of such conditions as: lack of a retired community recruiting base; high cost area or isolated location that limit the available skills peculiar to commissary operations; the military services' overseas rotational policies that limit the military dependents overseas recruiting base.
5. Shift work/managerial levels. The scope and complexity of the commissary operation make it necessary for the commissary officer to direct the overall operation through either: (a) two or more subordinate levels of supervision; (b) two or more fully staffed shifts; or (c) assistant department managers in at least two of the three major commissary departments. (Note: In considering shifts, the intent here is not to credit merely staggered reporting times of employees who are basically on the same shift. Normally, a separate shift is directed by a full supervisory or leader position.)
6. Oversight of contractor operations. On a regular and recurring basis, contractor operations comprise a significant portion of the store's operation. It is necessary for the commissary officer to employ two or more full-time quality assurance evaluators who normally work nonstandard shifts to maintain contractor surveillance.

*Personal contacts.* The number, frequency, and importance of contacts with military and civilian officials outside the commissary and the public, the degree of involvement with commissary service organizations and others in planning and scheduling activities (e.g., Armed Forces Day, Black History Month, and Veterans Day) and the nature and scope of interrelationships with the surrounding community affect the demands placed on the commissary officer's managerial skills.

*Level A (20 Points)*

The commissary operation at this level is of limited scope and complexity. Financial management is accomplished by direct application of agency forecasting, execution, and reporting guides and instructions.

At this level, the commissary officer's personnel management/supervisory responsibility is equivalent to the minimum requirements for coverage under the "General Schedule Supervisory Guide" (i.e., Level 1 of Factor 3).

The commissary officer meets regularly and consults primarily with officials, representatives, and groups of the host installation and patron groups. Examples of contacts made by commissary officers typical of this level include: base commander and key staff members, procurement personnel, civil engineering and personnel department officials, representatives of labor organizations, and various advisory councils and groups. External contacts are limited primarily to vendor representatives, other commissary officers, and specialists at the regional office level. Contacts are primarily for obtaining goods, services, and information to effect continuing management of the local commissary.

*Level B (40 Points)**Level C (60 Points)*

At this level, the commissary officer is responsible for managing a variety of fund accounts (i.e., payroll, equipment, supplies, surcharge, resale subsistence, service and maintenance, etc.), each of which has different reporting/accounting requirements and varies significantly in the degree of discretionary reallocation. Authorizations for the different accounts are issued periodically from regional offices or agency headquarters directly to the commissary, based on a combination of historical expenditures and financial forecasting/modification by the commissary officer. The commissary officer is delegated authority to obligate funds from the various accounts; agency review of expenditures is limited to compliance with higher headquarters directives and Federal statutes.

In addition to the requirement to carry out the minimum personnel management/supervisory functions, the commissary program at this level is of such scope and complexity that at least two of the six listed complicating situations apply to the position.

In addition to those contacts listed under Level A, Level C contacts include regular meetings and consultations with the regional director, agency headquarters officials, joint service committees and boards, and officials of other Government agencies (e.g., Food and Drug Administration, General Accounting Office). In addition to the purpose listed in Level A, Level C contacts are to coordinate special commissary activities with others in the region; to provide information; and to clarify and defend the commissary officer's decisions and actions in response to specific inquiries.

*Level D (80 Points)**Level E (100 Points)*

The way the commissary officer at this level must carry out his/her budget management functions is very similar to the Level C explanation. The primary difference is the Level E commissary operation is of greater scope and complexity than the Level C operation. Typically, the Level E commissary officer is responsible for managing the fund accounts of three or more commissaries and, accordingly, his/her judgment impacts more extensive resources and involves obligation of a larger percentage of the Region's resources than found at Level C. Alternatively, the Level E commissary officer participates in agency financial planning by serving on headquarters ad hoc or standing boards and committees which establish or modify agency long-range forecasting, strategic planning, or other comparable policy issues.

In terms of personnel management/supervisory responsibility, this level exceeds Level C requirements in that four or more of the six complicating situations are applicable to the position.

In addition to Level C contacts, Level E contacts include high level agency, national, and/or international dignitaries (e.g., members of Congress or their senior staffs, or foreign ambassadors), top level executives of industry, and news media personalities.

This level differs from the Level C description in terms of the purposes of contacts with external officials and organizations. While the Level C contacts primarily benefit the local commissary and its customers, Level E contacts are aimed at accomplishing this purpose AND benefiting the agency as a whole. Some Level E contacts are made to develop, influence, or defend agencywide policies and programs. Examples of Level E contacts and purpose include such actions as the following: the commissary officer serves as a standing member of an agencywide committee to review and decide upon, from a number of alternatives, the most appropriate policy or program change to recommend to the agency director; the commissary officer is recognized as a leader and expert by regional and headquarters officials and is sought out to provide comments and ideas on major issues of agencywide importance; the commissary officer justifies and defends the importance of the agency's role in the total military benefits package to national or foreign dignitaries such as visiting members of Congress or their staffs.

## **GRADE CONVERSION TABLE**

Total points on all factors are converted to GS/GM grade as follows:

<b>GS Grade</b>	<b>Point Range</b>
9	less than 100
11	100-120
12	140-180
13	200-240

Impact of Supervisory Controls. Commissary officers typically work under the general supervision of agency regional directors or deputy directors. How the work is assigned, the

degree of independence with which the commissary officer is expected to work, and how the work is reviewed are basically uniform throughout the commissary community. Consequently, supervision received is not considered as a separate factor in the tentative evaluation of positions.

**Impact of Guidelines.** Similarly, commissary officers have the same basic guidelines available. These consist primarily of agency directives, procedural guidelines (i.e., "How To" manuals and instructional videos), and subject-specific written guidance such as portions of the Federal Personnel Manual, local labor-management agreements, Status of Forces Agreements, Local National Labor Laws, and conditions of employment agreements.

Commissary officers apply some of these guides directly and receive assistance on applying some others in a similar manner regardless of location and/or size of the commissary.

## **GRADE LEVEL CRITERIA FOR STORE MANAGER AND DEPARTMENT MANAGER POSITIONS**

The grade determining criteria in Part II are based on the principle of internal alignment. For department manager positions, grade alignment is based in part on departmental percentages of total monthly commissary sales averaged over a period of 1 year. As stated in Part I, dollar volume of sales is not used as a separate classification factor. However, there is an agency-accepted principle that, all things being equal, sales figures are directly linked to several of the factors and elements in Part I (e.g., number of customer transactions, hours and days of operation, and the physical size of the commissary). Thus, there is a direct relationship that justifies using departmental percentages of sales for internal grade alignment purposes.

In applying the principle of alignment to store manager positions, careful consideration should be given to the working relationship between the commissary officer and the store manager positions. There may be cases where the grade of the commissary officer is elevated due to providing extensive support to other facilities (e.g., supported facilities and/or regional or headquarters offices on a continuing basis). In such cases where the support provided by the commissary officer does not affect the duties or responsibilities of the store manager, it may be necessary to construct a hypothetical grade for the commissary officer position in order to properly align the store manager position. In these instances, the derived hypothetical grade would be one or more grades lower than the actual grade of the commissary officer position.

Concerning department manager positions, Part II is based on the concept that a common thread of managerial responsibilities exists in all such positions. These responsibilities include making decisions on ordering, storage, inventory, and merchandising of stock; initiating action to resolve contracting or special ordering issues; coordinating delivery schedules and merchandise with a variety of vendors, sale representatives, and officials at distribution centers; devising and implementing changes within their department to enhance work flow; and maintaining knowledge of, and compliance with, current sanitation and safety directives and other local, regional, and headquarters policies. In work situations where a department manager's duties are limited in scope, and the type and complexity of responsibilities are not equivalent to that described above, a weakening factor exists. In the same manner as the specific examples of

weakening adjustment factors are dealt with below, a downward grade adjustment may be warranted in the event that the common thread of managerial responsibilities is lacking in individual positions.

The departmental percentages represent agency norms; users are alerted that the departmental sales percentages for all commissaries are readily available and should be reflected in respective position descriptions. The percentage ranges shown in Part II are broad to the extent that changes of a few percentage points would not normally result in frequent grade fluctuations. Application of the alignment principle begins with the grade of the store manager position. At those locations that have no store manager, a hypothetical store manager grade must be established in order to properly grade the department managers.

**Store Manager.** Typically, the grade of a store manager position is two grades lower than that of the commissary officer. (See adjustment Factor 3 for grading store manager positions that manage supported facilities.)

**Grocery Department Manager.** If the grocery department sales comprise 70-85 percent of the total commissary sales, the grade of the position is one GS grade less than the grade of the store manager position.

**Meat Department Manager.** If the meat department sales comprise 5-10 percent of the total commissary sales, the grade of the position is two GS grades (not levels) less than the grade of the store manager position.

**Produce Department Manager.** If the produce department sales comprise 4-15 percent of the total commissary sales, the grade of the position is three GS grades (not levels) less than the grade of the store manager position.

### *Adjustment Factors*

No more than a one-grade adjustment is permitted. The adjusted grade of a position has no grade level impact on other positions. The lowest grade for any department manager position is GS-5.

1. When a second level of white-collar supervision is required on the same shift in a department on a full-time basis, an additional grade will be added to the department manager position, unless there are significant weakening elements (e.g., greater than normal supervision required).
2. The final grade of positions that fail to meet, or significantly exceed, the designated percentages can be adjusted based on application of sound classification judgment and overall agency consistency policy.
3. To establish the grade of store manager positions that manage supported facilities (i.e., satellite stores), first determine the tentative grade by applying the grading criteria in Part I, as if the position being evaluated managed a stand-alone, self-supporting commissary.

Then determine the final grade by backing off one or more grades, depending upon the degree of support the store receives from another commissary. For example, a one-grade downward adjustment may be warranted if the supported facility receives full accounting and administrative support from a main commissary. A two-grade downward adjustment may be appropriate if, in addition to accounting and administrative services, the supported facility also receives full meatcutting services from the main store.

4. The grades of full performance department manager positions in supported facilities are aligned according to the tentative grade of the supported facility store manager position, as shown in adjustment Factor 3. This is the final grade, unless that department receives significant support from another commissary. In these cases, the final grade of the supported facility department manager position will be one or more grades less than the grade derived from alignment with the tentative grade of the supported facility store manager position, depending upon the degree of support received. (Note: Care must be exercised to determine that such positions are in fact supervisory/managerial in nature, rather than leader positions. If it is determined that they are leader positions, the appropriate leader grade evaluation guide should be applied to determine proper grade level.)
5. A grade adjustment to department manager positions in commissaries that provide services to supported facilities is not warranted. These positions are only concerned with operations within the main commissary and are not usually impacted by the store's efforts to serve the supported facility.