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# Facility Management Series

GS-1640

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## SERIES DEFINITION

This series covers positions that involve managing the operation and maintenance of buildings, grounds, and other facilities such as posts, camps, depots, power plants, parks, forests, and roadways. Such work requires (1) administrative and managerial skills and abilities and (2) broad technical knowledge of the operating capabilities and maintenance requirements of various kinds of physical plants and equipment. While positions in this series typically involve directing work performed by a variety of trades and labor employees and require specialized knowledge of such work, they do not have as their paramount qualification requirement an intensive knowledge of the specific trades skills utilized.

## EXPLANATORY STATEMENT

Facility management work involves planning and directing comprehensive programs for the operation, maintenance, repair, and improvement of Government installations. Facility managers (1) determine operating and maintenance requirements, (2) forecast material and manpower needs, (3) organize and direct program resources, and (4) evaluate program effectiveness through inspections, budget controls, and management improvement studies.

Facility managers perform in a service capacity to provide agencies and organizations utilizing Government facilities with optimum surroundings or to provide for proper operation and maintenance of special purpose facilities and appurtenant structures. They direct activities to provide operating services, such as electricity, heating, air conditioning, water and sewage treatment, telephone, and elevator service to agency occupants; and maintenance and repair work to buildings, operating equipment, grounds, and roadways. They also plan alterations and improvements to physical facilities to accommodate increased or changing facility usage patterns. The actual scope of managerial responsibility exercised by facility managers depends on the size and complexity of facilities and on the level of authority delegated by higher headquarters. However, for a position to be placed in this series, it must include significant responsibility for the following functions:

- *Maintenance program planning*, including evaluating the condition of all facility components (e.g., buildings, grounds), determining total maintenance and improvement requirements, evaluating operation and maintenance capability in terms of manpower and materials, and planning project priorities to provide optimum service to occupant organizations;
- *Financial planning and control*, including determining (generally several years in advance) funding requirements for facility operation and maintenance, justifying budget requests to higher headquarters, and controlling all program expenditures;
- *Facility requirements planning*, including evaluating present use patterns of buildings, equipment, and other facilities; and projecting future requirements in terms of expanding or changing agency requirements.

In addition, facility managers are often responsible for directing fire prevention, security, and other programs to promote occupant comfort and safety.

In accomplishing this work, facility managers direct a work force composed primarily of trades and custodial employees. They determine the types of manpower required to operate and maintain facilities, evaluate employee effectiveness and identify training needs, and provide for formal or on-the-job instruction in building operation and maintenance functions.

Facility management work requires administrative and managerial skills, and knowledge of the technical aspects of buildings and grounds maintenance and operations. Facility managers must have the ability to gather and organize varied data, distinguish priorities and plan for future contingencies, set up and control paperwork and financial records systems, and assign responsibility and delegate authority; they must be skilled in oral and written expression, and in using communications and counseling techniques to foster team effort. In addition, facility managers must have knowledge of the needs, requirements, and operating principles of building systems; knowledge of maintenance and construction techniques and the capabilities of various skilled trades; and the ability to direct a comprehensive program of facility maintenance and repair.

## EXCLUSIONS

1. Positions involving directing operation and maintenance work performed by a variety of trades and labor employees (either directly or through subordinate levels of supervision) and that have as their paramount requirement an intensive knowledge of one or more of the trades supervised. Such positions are evaluated under the provisions of the [Federal Wage System](#).
2. Positions that have as the primary requirement professional engineering qualifications should be classified in the appropriate professional engineering series.
3. Positions that involve the management of public buildings or similar facilities that have as their primary requirement business management and administrative qualifications should be classified in the [Building Management Series, GS-1176](#).
4. Technical positions that require primarily application of a practical knowledge of (a) the methods and techniques of engineering or architecture and (b) the construction, application, properties, operation, and limitations of engineering systems, processes, structures, machinery, devices, and materials, should be classified in the [Engineering Technician Series, GS-802](#).

## TITLES

*Facility Manager* is the title for positions that involve directly managing the operation and maintenance of various buildings and facilities.

*Facility Management Officer* is the title for positions that involve planning and directing broad facility management programs, usually for agency installations in an extended geographic area, and providing administrative and policy guidance to operating facility managers.

*Facility Management Specialist* is the title for positions involving investigating and developing facility maintenance and operating procedures, methods, standards, and techniques.

## GRADE LEVELS

Facility management work involves a range of degrees of managerial responsibility over widely varying kinds of buildings, grounds, roads, and other facilities. Because of the wide variety of agency facilities, their uses, and the requirements of agency program managers, it was not practical to develop comprehensive grade-level criteria for this occupation.

*The grade level guides for the superseded Buildings and Grounds Technical Management Series, GS-1641, are herewith reissued with editorial changes.* Positions previously classified in that series, but now classified in the Facility Management Series, may still be graded by direct application of these guides. The guides may also be used appropriately in evaluating other facility management positions.

The following standards may be appropriate, depending upon a position's content and its environment, in evaluating major aspects of facility management positions: the [Civil Engineering Series, GS-0810](#), Part III -- Construction, and Part IV -- Facilities Engineering Management; the [Engineering Technician Series, GS-0802](#); the [General Schedule Supervisory Guide](#); and any other standards that are appropriate, depending on the content and environment of the position. See also the Guide for Selection of Related Standards for Classifying Positions in Series for Which No Standards Have Been Published, in the [General Introduction, Background, and Instructions on Position-Classification Standards](#).

## GRADE LEVEL GUIDES FOR FACILITY MANAGERS IN BUILDING AND GROUNDS TECHNICAL MANAGEMENT SITUATIONS

### INCLUSIONS

Facility manager positions described in this grade-level guide are responsible for the operation and upkeep of the physical structures, utilities, roadways, and surrounding grounds of a hospital, post, camp, station, or depot which is operated by an agency. Such positions are primarily concerned with the technical operation and maintenance of the physical plant for which they are responsible and for providing building services which are geared to meeting the specialized requirements for which the facility is provided. Since these facilities are often located away from urban areas in locations where public utilities and services such as water systems, sewage systems, and fire protection are not readily available, such positions are often responsible for the actual operation and maintenance of the utilities and services rather than contracting for them.

The facility manager is concerned with the technical operations of the physical plant, planning and coordinating plant operations, correcting mechanical failures, maintaining the plant, and preventing the disruption of vital services, many of which he controls at the sources.

## **COMMON CHARACTERISTICS OF THE WORK OF FACILITY MANAGERS**

Facility managers at all levels are characterized by their assigned responsibility for the operation and maintenance of a building or buildings. They plan, direct, and supervise the work involved; schedule work activities for minimum interference with building occupants; interpret policy; make administrative decisions; and analyze reports and take corrective action. It is a responsibility of the incumbents to be constantly alert for needed action, corrective or otherwise.

The manager is responsible for adjusting his staff to meet variable workloads. One of his more important responsibilities is to evaluate the skill of employees and assign them work in accord with their skills. He must interview, select, and recommend applicants for appointment or employees for promotion. When employees have grievances, or when disciplinary action is required, he is responsible for following through.

The supervisory and administrative nature of the position requires the manager to spend a large part of his time dealing with people, e. g., employees in his organization, building occupants, or Federal, State, and local authorities. This feature of the work underlines the importance of certain personal characteristics for all incumbents of positions in this series, such as the skill and ability to get along with people and to express ideas so others may understand and accept them. Incumbents must be able to delegate authority and to accept the ideas and suggestions of others on matters pertaining to programs within their area. An indispensable quality in a manager is the ability to anticipate needed action or the consequences of an action to be taken in a given situation.

In addition to the administrative responsibilities and personal characteristics which are, in general, common characteristics of the manager positions, there are common technical duties and responsibilities in such functions as the inspection of a building, utilities system, equipment, and grounds for effective and economical operation; and the development of an operating maintenance and repair program. The manager usually directs the safety, fire prevention, and security programs. He must have a knowledge of established policies, procedures, and regulations of his agency relating to operation and personnel coupled with a background of experience and training in the technical operation of buildings. The technical knowledge of operations must include a knowledge of techniques, material, and labor costs; this knowledge is required in making estimates and decisions.

## EXPLANATORY STATEMENT

Significant features of the work situations which combine to influence the relative complexity and difficulty of the work of facility managers are (1) total size of the building or buildings controlled; (2) ownership and operating status of buildings; (3) organization and functions of employing agency; (4) supervision received; (5) supervision exercised; (6) functional use of building or buildings; (7) location; (8) age and type of construction; (9) degree of proximity or dispersion of the buildings; (10) size and use made of surrounding grounds; (11) equipment located in or used in conjunction with the operation of a building or buildings. Since each of the features can vary in degree, the various combinations are such that each job in this series is distinct in some aspect from all others. It is apparent that some of the features have a greater effect than others in increasing the relative complexity of the work.

1. *Total size of the building or buildings controlled.* There is a marked difference in the number of technical or service problems that will arise in buildings designed for a common use but differing in size by as much as a quarter to half a million square feet. The administrative problems develop at an even greater rate because much of the increase in the workload must be carried out through coordinating, directing, and leading subordinate supervisors. However, since many other features modify or magnify the complexity of the problem, size alone is not an adequate guide.
2. *Ownership and operating status of buildings.* Buildings assigned to a facility manager may be Government-owned or leased. They may be operated by a staff on the Government payroll or partially by contract with private contractors or by the building owner under conditions stipulated in the lease. Although the responsibility is fixed in terms of managing space and services to provide adequately for the Government's needs, the types of problems dealt with and the emphasis on particular features of the work will differ depending on whether or not assigned buildings are owned and operated by the Government.
3. *Organization and functions of employing agency.* The organization and functions of the agency will affect these positions. For example, some agencies have managers to provide building management services (including upkeep of grounds, laundry, fire protection, or motor pool) to their major operating functions and to serve as technical advisor to the administrative official responsible for the total operation of an agency facility. On the other hand, these positions are found, too, in agencies managing buildings as a service to other agencies using them. The availability of legal and engineering assistance, the delegation of authority to obtain bids and contract for services, and the responsibility for initiating major rebuilding or removal projects change the work patterns in these jobs and may increase or decrease the responsibility and difficulty of the work.
4. *Supervision received.* The supervision received by facility managers is confined largely to the review, or inspection of results for conformance with established policy,

- the evaluation of proposals requiring approval before execution, and fiscal studies of operating costs. Although technical guides and the instructions are furnished, these frequently require interpretation or are not specifically applicable to an emergency situation at hand. In some field locations the remoteness of the incumbent from technical supervisory control limits the amount of technical direction available, particularly insofar as emergencies are concerned.
5. *Supervision exercised.* All positions in this series have supervisory responsibility. The scope of this responsibility varies in degree with the size and complexity of the buildings assigned and the complexity of the equipment required to operate them. Supervision exercised is an indicator of complexity of work but not an absolute guide since the number of employees supervised depends to a marked degree on whether or not the buildings assigned are Government operated. The curtailment in personnel management problems through contractor operations can be offset by the enhancement of the demands on the administrative abilities of the incumbent. Contractor operations, therefore, often do not decrease the total responsibilities of these positions. In small buildings management situations, the manager is engaged in directing technical operations for a considerable part of his time. He is concerned with directing and training craftsmen and their supervisors. As assignments increase in size and complexity, the manager devotes more time to planning, budgeting, personnel, and other management control operations, and spends less time directing immediate technical operations. Instructions are issued through subordinate supervisors, and these supervisors are concerned with the daily technical problems.
  6. *Functional use of a building or buildings.* The use made of a building has a pronounced effect on the operating problems. The organized fire and safety measures required in hospitals, and the need to maintain water and power, despite grave obstacles, in order to insure the well-being of patients, usually falls within the purview of the manager. Industrial, laboratory, or highly mechanized office operations using the latest machines produce technical problems for building operation and maintenance. Ten or twenty-four hour operation, crowded space, the traffic in or out of a building, the pattern which this traffic takes, peak loads, etc., are all reflected in the work and should be considered.
  7. *Location.* A building located in a major metropolitan area is provided with a source of labor and skills for maintenance and operations not found in some isolated rural areas. The ready availability of laborers and mechanics, contractors, parts and supplies, services such as police and fire protection, and public transportation and utilities such as municipal water, sewage, gas and electric power are directly related to the nature of the locale. Since this affects the difficulty and responsibility of the manager's position, it should be considered in evaluating the operation. Climatic conditions at the location also play a part in that extremes of heat or cold, heavy rainfall or snow, dust or sandstorms, high humidity or salt water, affect daily operations and maintenance.

8. *Age and type of construction.* As the age of assigned buildings increases, maintenance and operating problems can become more difficult. For example, very old Government-owned structures are usually masonry construction with load-bearing interior and exterior walls. The installation of power, modern heating, or communication lines can become major undertakings because of the massive nature of the structures. Maintenance and repair is complicated by the cumulative effect of age and the consideration which must be given to foundations and structures with special problems related to fire and safety.
9. *Degree of dispersion of buildings.* The work of managing several buildings can be affected to a marked degree by whether they are scattered over several thousand kilometers (square miles )or several hundred acres. The location of buildings at great distances from one another places an added burden on the time and administrative skills of the buildings and grounds manager. Tall structures may involve problems unique to their design that are the equivalent of problems found as the result of the dispersion of plant units over several acres.
10. *Size and use made of surrounding grounds.* Surrounding grounds may be developed and used for truck farming, orchards, stock or poultry raising, or may have extensive lawns and landscaping. The maintenance, upkeep, and development of such lands can present many technical and administrative problems.
11. *Equipment in or used in conjunction with the operation of a building or buildings.* The size, location, and functional use of a building is reflected in part in the equipment required to operate and maintain it. For example, water pumping, purification, and sewage disposal plants may be required in an isolated area and be unnecessary in a large city. Power generation, heating, refrigeration, air conditioning, elevators and escalators, telephone and rapid wire communication services, motor pool and automotive repair services, and tools connected with shop operations such as the carpenter or woodworking shop should be considered in the evaluation of the individual job situation.

In addition to equipment required to maintain or operate the building, special technical problems may result from equipment used by tenants, for example, X-ray equipment, or electronic computers.

## **CLASSIFICATION FACTORS FOR POSITIONS COVERED BY THESE GRADE LEVEL GUIDES**

The features outlined above reflect the nature and scope of the managerial and technical responsibilities. At the lowest level the positions are primarily concerned with planning and directing the specific technical operations involved in operating and maintaining the physical plant. At the higher levels, primary attention is given to broad management planning and budgeting as a means of coordinating work forces and resources, and negotiating with management or clients on broad programs and problems of utilization of the physical plant. Hence, the significant features can be measured, for grade-level purposes, under the headings of:

1. *Management factors*
  - Planning - (Men, money, and material resources)
  - Budgeting - (Men, money, and material resources)
  - Scheduling - (Men, money, and material resources)
  - Coordinating - (Men, money, and material resources)
  - Utilizing - (Men, money, and material resources)
2. *Technical factors*
  - Scope of equipment operation and repair
  - Nature of equipment and facilities
3. *Personal factors*
  - Ability required to act in:
    - Management-client relations
    - Management representation

In considering the following descriptions of levels, the presence or absence of a single feature should not be considered as grade controlling. Some variation will exist because of differences in work situations.

Mention of particular required knowledge or items of equipment at a grade level is not intended to indicate that this is the first level or the only level at which these features occur. Rather, it indicates that at that particular level these features exist on a constantly recurring and significant basis and are illustrative of the breadth of management problems typical of the level.

### *Characteristics of the classes:*

In the interest of brevity, information on the common characteristics of facility managers has been placed in the explanatory statement in the introduction. Although this material has not been repeated it should be reviewed in considering the characteristics of this class since it represents a foundation of basic facts.

### *Management factors*

This is the first level at which there is a significant responsibility for considering the adequacy of facilities; at lower levels, because of the relatively limited scope of the operation, such considerations usually are not a concern of the manager.

It is at this level that the size of operations first requires the development of an annual and long-range program for maintenance with particular emphasis on preventive maintenance. The manager prepares plans and specifications for some alterations, schedules the sequence of operations, directs the assembly of materials, and schedules the manpower required.

The manager is required to know inventory procedures and be able to project operating costs to the end of the year based on his estimates of present operating trends. He must be able to prepare reports relating to engineering problems. This requires the screening of information to select pertinent facts and the ability to determine when all facts are at hand so that the record is complete in important respects.

From time to time the manager at this level may give personal attention to organizing and directing safety and civil defense drills or a driver safety program.

At this level incumbents are primarily involved with directing day-to-day operations. The size of the plant is such that the actual operations are supervised by subordinate working leaders but are not so large that the manager does not have the time to devote to the operating details.

### *Technical factors*

The incumbents are required to give instructions to craftsmen, check drawings, and interpret them as a guide to the craftsmen. They are concerned with the production of steam and have the time to check to insure the smooth functioning of the plumbing, electrical, refrigeration, and air conditioning systems. The plant is of such size that the staff comprises specialized workers such as carpenters, electricians, steamfitters, and operating engineers. To direct and evaluate their work the manager must have a knowledge of the functions and capabilities of these trades and crafts and the materials and equipment with which they work. He may have to determine whether work will be carried out by the staff or by a contractor. Where a contractor is used the manager must know the contractor's ability to provide services. In either case, while the work is in progress he must inspect it for compliance with specifications or standards.

The boiler plant is, relatively speaking, the largest and in some aspects the most complicated feature of the operation at this level. Because of its marked effect on total operating costs the manager is concerned with the efficiency of fuel combustion; he follows up on feed-water treatment to prevent corrosion, and checks problems of steam distribution such as pressure reduction in the lines and pipe covering. Other operations that are given close attention are (1) electrical power supply and related problems, such as power load conditions in various buildings, electric motor sizes and types with relationship to operating requirements, and low voltage equipment maintenance; (2) cleaning work; (3) construction and maintenance of the lawn; (4)

sanitary sewer maintenance; (5) guard and firefighting functions including conducting training for guards; and (6) telecommunications operations.

An important responsibility is the inspection of the building or buildings and grounds to identify and recommend repairs needed by mechanical equipment or structure. In order to maintain service the incumbent is required from time to time to make engineering decisions in emergencies without engineering review. However, the manager at this level usually is not concerned with new construction or the methods and equipment used in heavy construction. Although not grade determining in itself, as a broad general index to the level, gross square footage of space assigned is around 150,000 to 250,000 square feet. Size, in square feet, is to be considered only as a general guide and may be outweighed in determining level in a specific situation by one or more of the elements cited in the introduction. Conversely, even though a position may have an area of the above size, if the assignment is significantly weak in one or more of these elements it will be considered for an appropriate lower level.

### *Personal factors*

Incumbents of positions at this level generally are required to have a facility for expression, in order to explain technical problems to nontechnical people.

### *Work situations*

Each position assigned to this level is distinct in some respects from all others. There is no typical Facility Manager GS-9. Each must be evaluated on its own merits. As an aid to users of this standard the following examples of patterns of duties and responsibilities assigned to this level are furnished:

Under the general supervision of the hospital manager, directs and supervises the building service operations and a continuous maintenance and repair program for a 185-bed hospital.

With considerable latitude for decision the incumbent determines requirements and develops schedules to provide 24-hour service. Based on a daily inspection of buildings, grounds, utilities, installations, and equipment he initiates immediately needed improvements, replacements, and repairs, and develops plans for the future. He conducts safety and fire prevention training courses for hospital personnel and semimonthly fire drills; maintains an inventory of all hospital property; and prepares reports related to technical operating problems in order to secure advice and assistance from the engineering staff in the national headquarters. In operating and maintaining the plant he is assisted by twenty-five craftsmen, machine operators and working supervisors, four guards, a storekeeper, and a clerk typist.

The hospital has nine permanent-type brick and structural tile buildings with a gross floor area of 150,000 square feet, located in a town of 10,000 population. The locality is subject to marked extremes of temperature between summer and winter and severe storms.

Facilities include a laundry, an automotive maintenance shop servicing seven passenger cars, five trucks, and an ambulance; a heating plant consisting of three 150-horsepower boilers operating at 125 pounds per square inch pressure; four elevators; and standby generating equipment. Water, sewage, and electric power are furnished by public utilities systems. Trash is collected by the buildings operation staff and disposed of in a gas-fired incinerator.

The hospital is situated on a 100 acre tract with 75 acres of lawn and three acres of flower beds and shrubbery. The hospital grounds are not closed.

Normal work relationships with other hospital officials requires the coordination of building services and maintenance with the activities of other services and divisions of the hospital.

### *Qualifications statement:*

#### *Knowledge, abilities, and other qualities:*

- Ability to get along with people.
- Ability to plan and direct work.
- Ability to express ideas so others may understand.
- Ability to inspect utility systems, buildings, equipment, plans, and grounds for effective and economical operation.
- Ability to recognize deficiencies in plants or systems.
- Ability to fix priority for improvement.
- Ability to recognize need for action, corrective or other wise.
- Ability to make cost and budget analysis and project operating costs on present rate of expenditure.
- Ability to prepare requests and justification for funds.
- Ability to evaluate the skills of employees and make job assignments based on skills.
- Ability to interview, select, and recommend people for jobs.
- Knowledge of carpentry, painting, electrical, steamfitting, and plumbing work.
- Knowledge of boiler plant operations including feed-water treatment, distribution, lubrication, heat transmission, and radiation.
- Ability to determine cause of inefficient boiler plant operations and to locate boiler operating losses from charts.
- Knowledge of construction and maintenance of lawns.
- Knowledge of refrigeration and ventilation.
- Ability to read blueprints and to make corrections and changes on record drawings for buildings, grounds, and utilities.

## **FACILITY MANAGER, GS-1640-11**

### *Management factors*

At this level the size of the operation and the demands made upon available space require the manager to use his knowledge in space utilization in following through on his responsibility to match space to functional requirements. The increase in the size and scope of the operation over those at lower-level results in an increase in the number of technical problems presented to the manager for decision and requires a greater volume of records so that office management plays a larger part in the work. More time is required to coordinate the work of the several shops under his jurisdiction; to organize and conduct formal training courses; to promote and evaluate the incentive awards program; and to emphasize and conduct the agency safety program.

The manager at this level must have a thorough knowledge of inventory management procedures, because of the amount of work involved in this operation and the importance it plays in the management control process. The manager must know the operations of the storeroom and the stock levels required for operation under his jurisdiction.

Incumbents at this level must have the capacity to make budget estimates for new operations and prepare requests and justification for new methods and equipment. This requires a knowledge of work production standards for maintenance work in all trades.

At this level the manager typically gives instructions to craftsmen through intermediate subordinates although he is still directly interested in and concerned with some special problems, for example, operations that involve or require the movement of heavy or cumbersome pieces of machinery. The size and scope of operations do not permit the manager to devote as much of his time to directing daily operations as at the GS-9 level. However, in operating emergencies due to breakdowns of equipment, or other cause, he does take personal charge and directs remedial work.

### *Technical factors*

Because of size and volume of traffic, elevator maintenance is usually a significant part of the responsibility under the direction of incumbents of this level. The automation of elevators with the required control devices represents an important source of technical problems. Managers at this level must have a knowledge of elevator repair problems.

Other items which reflect, because of the amount of attention they require, the nature and size of operations at this level are: Firefighting and the operation and maintenance of the fire alarm and sprinkler system; the primary and secondary electrical distribution systems, with particular emphasis on the responsibility for interpreting tests of these systems; and the consideration which must be given to technical requirements in buildings maintenance to insure continued structural integrity.

In addition to the operating problems and work listed for the GS-9 level, operations at this level frequently have added emphasis on roof construction and repair, partition construction, acoustical treatment, upholstery repair, floor equipment maintenance and repair, sheet metal maintenance, and maintenance of refrigeration systems. Another special feature which frequently is associated

with this level of work is the responsibility for checking the food service operations or other concessions for compliance with contract requirements.

This level is predominantly characterized by positions responsible for the management of buildings and grounds in a specific locality. However, this level also is generally the first level at which positions carry responsibility for the management of Federal buildings in a geographic area. Incumbents in these positions serve not only as building operations experts but as sources of information on regulations relating to the Federal Supply System; the GSA Communications System; short-order material, or labor and material procurement procedures; standard forms or sources of supply of standard forms; and police regulations and law as related to the work of guards.

Although not grade determining in itself as a broad general index to this level, gross square footage of space assigned is around 400,000 to 600,000 square feet. Size, in square feet is to be considered only as a general guide and may be outweighed in determining level in a specific situation by one or more of the elements cited in the introduction. Conversely, though a position may have an area of the above size, it will be considered for an appropriate lower level if the assignment is significantly weak in one or more of these elements.

### *Personal factors*

Along with technical and managerial skills, the incumbent of a position at this level is expected to be able to explain the billing system on reimbursable work and to persuade users of service to accept compromise offers.

He must have a background of the objectives, history, and development of the program of his agency as a guide in making decisions in more complex situations.

### *Work situations*

Each position assigned to this class is distinct in some aspect from all others. Each must be evaluated on its own merits. As an aid to users of this standard the following examples of patterns of duties and responsibilities assigned to this level are furnished:

Under the general administrative direction of a hospital manager, serves as Facility Manager, and is responsible for the maintenance and repair of a hospital of 600-bed capacity.

The incumbent interviews applicants, selects employees, and promotes good working conditions through the application of personnel management principles. Prepares budget estimates; and with professional guidance, reviews the mechanical and structural features of the plant in order to effect improvements in the system.

The manager directs a plant operations and maintenance staff of 50 employees through section chiefs in charge of the four sections: Buildings and Grounds Section, Utilities Section, Laundry

and Dry Clearing Section, and Protective Section. Relatively involved planning is required to coordinate and set priorities for operations and maintenance work.

Although work is assigned through the section chiefs, the incumbent checks on the progress of each unit about once a week. Periodic checks are made with supervisors on the aptitude and attitude of employees.

Supervises new construction, alterations, and improvements ranging in value to \$25,000. This includes the preparation of drawings and estimates for materials and labor required.

The incumbent is responsible for the enforcement of safety and fire regulations designed to protect the 1,000 patients and employees located at the hospital. The hospital, because of its location, in many ways is most aptly described as a small community.

The hospital is located approximately 240 kilometers (150 miles) from the nearest city of 50,000 or more population. The hospital consists of 40 structures with a gross floor area of 13,500,000 centimeters (450,000 square feet) situated on a 200-acre tract. In addition, there is a 10-acre cemetery on the grounds with 1,200 graves. The buildings are varied, ranging from permanent brick structures to a variety of so-called temporary structures including quonset huts. The climate is mild but is subject to a high rainfall. Because of the scope of operations and isolated location, an adequate stock of supplies must be maintained in a warehouse, and special shops are required, e.g., carpentry, plumbing, electrical, paint, and machine shop.

The hospital has a 40-ton refrigeration plant with five walk-in cold storage units. Operating needs of the hospital frequently require the installation of additional refrigeration and air-conditioning equipment. The hospital uses hot water and steam for heating, cooking, laundry, cleaning, and sterilizing. Three 200-horse power high- pressure boilers and a standby diesel-electric system to be used in times of power failure are present.

The station has a fleet of 15 motor vehicles which are repaired and maintained by the Motor Transport Unit.

In addition to contacts with the medical, dietetic, and other hospital officials, the incumbent also deals with contractors, equipment salesmen, and officials from the national headquarters.

### *Qualifications statement:*

In addition to the knowledge, abilities, and other qualifications required at the GS-9 level, the following are required:

Ability to make alterations in buildings for better space utilization. Knowledge of office management procedures and practices.  
Ability to coordinate work of several shops.  
Knowledge of primary and secondary electrical distribution systems.  
Ability to interpret results of tests of electrical systems.  
Knowledge of roof construction, partition construction, and the acoustical treatment of walls.  
Knowledge of fire alarm and sprinkler system maintenance.  
Knowledge of specialized shop work.  
Ability to check food service activities of concessionaires.  
Knowledge of inventory procedures.  
Knowledge of police regulations and laws related to guard functions.  
Knowledge of elevator maintenance.  
Knowledge of sheet metal work.

## **FACILITY MANAGER, GS-1640-12**

### *Management factors*

At this level the manager is concerned with fixing the guides and limits of authority for subordinates and establishing check points to be used in an overall evaluation of his program.

The size of the staff under his jurisdiction may require him to spend more time with personnel management problems. He is required to spend more of his time in arranging or attending meetings and conferences with representatives of agencies occupying space or with suppliers of space, services, equipment, or materials.

Planning and new or unusual technical problems have a greater call upon his time than at lower levels. For example, disaster plans, egress to relocation sites, and the development of relocation sites.

The planning of maintenance work requires consideration of more and varied cost factors. The maintenance of the structural soundness of buildings, whether masonry or wood, frequently involves a choice of procedures. The balancing of cost factors between preventive maintenance and major maintenance and the selection of procedures are the responsibility of the manager. As new developments occur in building design or operations the manager must consider them from many aspects such as cost of installation versus improved service to building occupants, and operating costs. In addition, he must have a thorough knowledge of the technical aspects of the problem. A current example of this is in the field of illumination. The responsibility for interpreting technical specification is a direct outgrowth of such a problem.

The preparation of reports on both the technical and administrative aspects of his program for the information of higher management levels represents an important segment of his responsibility.

### *Technical factors*

Where the manager in charge of a building or group of buildings is employed by the occupying agency, he serves as the technical expert for the activity and may be called upon to furnish technical suggestions and advice on equipment used by other services located in the building.

In this situation, too, he may have added responsibilities such as determining transportation requirements in terms of number and types of vehicles.

Dealing with operating emergencies is not a particularly demanding part of the responsibility at this level. The Facility Manager GS-12 has subordinates in charge of operating shops with skills, knowledge, and sufficient authority to deal with most operating emergencies. Likewise, the daily operations in an assignment of this scope are handled by subordinates. For example, the maintenance of record drawings showing important details of the physical plant, such as the location of sewers, power, or water lines is not directly supervised as it is at lower levels. Work related to the maintenance of sewers, firefighting equipment, the boiler plant and its operation and techniques does not play as important a part in the activities of managers at this level because of the delegation of actual operating decisions to subordinates.

In considering service demands for electric power and in planning to meet load requirements, the manager must be familiar with transformer capacities and characteristics and know when action must be taken to add or change equipment. This is just one example of the technical decisions and considerations which confront managers in this class with greater frequency than at lower levels because of the increased size or scope or both, of their responsibilities.

At this level the manager is not particularly concerned with elevator maintenance since this is a daily operations problem. He is concerned with assuring that elevators and escalators are designed to provide sufficient capacity since this has a direct bearing on the smooth functioning of the building.

Facility Managers GS-12 are called upon from time to time to oversee or check up on the progress of construction of reinforced or masonry structures. This requires a good knowledge of construction techniques and equipment.

Although not grade determining in itself, as a broad general index to the level, gross square footage of space assigned is around 30 million centimeters (one million square feet). Size, in centimeters (square feet), is to be considered only as a general guide and may be outweighed in determining level in a specific situation by one or more of the elements cited in the introduction. Conversely, though a position may have an area of the above size, it will be considered for an appropriate lower level if the assignment is significantly weak in one or more of these elements.

### *Personal factors*

Incumbents must be able to represent the agency in negotiations with architects, engineers, and contractors.

### *Work situations*

Each position assigned to this level is distinct in some aspects from all others. Each must be evaluated on its own merits. As an aid to users of this standard, the following examples of patterns of duties and responsibilities assigned to this level are furnished:

- Under the general administrative supervision of the hospital manager, directs all maintenance, repair, and alterations for a 1,200- bed hospital with a gross floor area of 27,900,000 centimeters (930,000 square feet).
- The incumbent is aided by a staff of 100 employees, supervised by an assistant manager and section chiefs in charge of the following sections: Administrative, Buildings and Grounds, Laundry, Protective, and Utilities.
- The incumbent is responsible for developing goals and standards of performance to guide subordinates. He supervises construction on building projects or alterations to the hospital's facilities, some exceeding \$25,000 in cost.
- The incumbent supervises the maintenance of records and the preparation of reports to be used in making estimates and to document action taken in the operation of a facility with annual costs amounting to several million dollars. He prepares the budget based on plans he has developed for maintenance and repair work including needed new construction or alteration projects, the replacement of existing equipment and the procurement and installation of additional equipment. The incumbent supervises the purchase of operating and maintenance supplies, materials, and equipment. The purchase operations include developing specifications. In the preparation of specifications, general guides are available, but complexity of equipment or the need to adapt equipment to local conditions requires considerable ingenuity to prepare adequate specifications.
- The hospital plant consists of 84 buildings ranging from two new reinforced concrete structures to frame structures with asbestos siding, gypsum board partitions, and composition roofs. The buildings are located on 300 acres of land immediately adjoining a suburban community.
- The plant is served by: A boiler plant of 1,250 rated horse-power capacity and a complete steam distribution system including condensate and vacuum heating return systems; a complete sewage disposal plant providing primary and secondary treatment; a laundry; a fleet of 30 motor vehicles; and a garage for the maintenance and repair of equipment. The grounds surrounding the buildings contain a golf course, baseball diamond, tennis courts, flower gardens, 25 acres of orchard, a 30-acre truck garden, and lawns and landscaping. The proximity of the hospital to a large metropolitan area plus the number of members of the staff and patients (approximately 1,800) combine to make disaster planning a complex part of the assignment.

*Qualifications statement:*

In addition to the knowledge, abilities and other qualities required at the GS--11 level the following are required:

- Ability to solve new or unusual technical problems.
- Ability to serve as an expert on technical problems in buildings operations.
- Ability to direct a security and protection program.
- Ability to direct a personnel program.
- Skill at personal contacts with professional persons (architects and engineers).
- Ability to negotiate contracts.
- Knowledge of construction techniques.
- Knowledge of reinforced concrete construction.
- Knowledge of masonry construction.
- Knowledge of masonry maintenance.
- Knowledge of maintenance of wood frame structures.
- Ability to determine transportation requirements in terms of number and types of vehicles.