

CES HR Elements Course
Lesson 3- CES Occupational Structure
INSTRUCTOR ANSWER KEY

Position Alignment Exercise: Example #1

Position: Security Assistant

ANSWER:

Work Category: Technical/Administrative Support

Work Level: Entry/Developmental

Grade: 6 (Possible grade, If a Position Classifier were to assess the position using the CES Grading Standards in Volume 3007)

Discussion: This position description talks to the general nature of work being performed. Following guidelines and procedures, with some support provided to others, and limited independent judgment in making suggestions and revisions. As with most positions, it doesn't align word for word with one work level, or even the factors used to determine the appropriate grade. This exercise shows the challenge of reviewing and understanding the position description to enable you to determine the best fit for the alignment of positions. Holistically looking at the work that is being described helps. In this case, while some of the work could be interpreted to be at the Full Performance Level and/or be considered for higher factors, **the purpose of the work and the bulk of the work is not at the Full Performance Level. The work is closely supervised, another indicator of limited independent judgment more appropriate for the Entry/Developmental Work level.** It is also important to keep in mind that Entry/Developmental as the title of Work Level 1 for Technician/Administrative Work may not be the best title (in fact, we may not agree that it's the appropriate name for the work level it is describing), but the description of the work in this position description fits comfortably in the Entry/Developmental work level and **does not fit comfortably in the Full Performance work level.**

CES HR Elements Course
Lesson 3- CES Occupational Structure
INSTRUCTOR ANSWER KEY

Position Alignment Exercise: Example #2

Position: Management Analyst

ANSWER:

Work Category: Professional

Work Level: Full Performance

Grade: 13 (Possible grade, If a Position Classifier were to assess the position using the CES Grading Standards in Volume 3007)

Discussion: This position description reflects the full range of independence, collaboration, and judgment of the full performance work level. Since the supervisor assigns and reviews the work products, it clear that this position could not be aligned to the next higher level.

Position Alignment Exercise: Example #3

Position: Human Resources Specialist (Generalist)

ANSWER:

Work Category: Professional

Work Level: Full Performance

Grade: 12 (Possible grade, If a Position Classifier were to assess the position using the CES Grading Standards in Volume 3007)

Discussion: The position description describes a lot of work in different categories that are interrelated. From the description, **this position appears to be one of a set of consultants who are assigned to specific client organizations.** This leads us towards the **Full Performance Work Level because the general feeling that these positions share information with customers, answer questions and provide recommendations.** The person assigned to this position **must have extensive knowledge, but the description is not stepping out into areas with no precedence or responding to exceptionally complex issues.**

CES HR Elements Course
Lesson 3- CES Occupational Structure
INSTRUCTOR ANSWER KEY

Position Alignment Exercise: Example #4

Position: Electronics Engineer

ANSWER:

Work Category: Professional

Work Level: Senior

Grade: 14 (Possible grade, If a Position Classifier were to assess the position using the CES Grading Standards in Volume 3007)

Discussion: This position description provides an example of the struggle that those performing position alignment often have. **The words read individually seem to imply a higher level of work, and therefore the alignment to a higher work level and higher factors, but reading the narrative in its entirety puts into context that while the position has broad scope and essential work,** there are some clear lines drawn that prevent it from being a description of work of the most complex level with the most independence in **that there are guidelines and the supervisor remains engaged at more than the lowest levels.**

Position Alignment Exercise: Example #5

Position: Financial Manager

ANSWER:

Work Category: Supervision/Management

Work Level: Expert

Grade: 15 (Possible grade, If a Position Classifier were to assess the position using the CES Grading Standards in Volume 3007)

Discussion: Establishing this position in the **Supervision/Management Work Category** is the crucial first determination. Also, it can be immediately assumed that some of the **subordinate supervisors (at least one of them) that has full technical responsibility and authority is an Expert (GG-15).** Considering the nature and scope of this position, along with the **agency-level impact of the work,** the position aligns with the Expert Work Level.

CES HR Elements Course
Lesson 3- CES Occupational Structure
INSTRUCTOR ANSWER KEY

Position Alignment Exercise: Example #6

Position: Computer Engineer

ANSWER:

Work Category: Professional

Work Level: Senior

Grade: 14 (Possible grade, If a Position Classifier were to assess the position using the CES Grading Standards in Volume 3007)

Discussion: Establishing this position at the Senior Work Level based on **the broad range of complex assignments and non-routine situations** first helps the alignment process when it comes to assigning factor levels to determine the appropriate grade. The Full Performance Work Level does not look like a good fit because the work is broader in scope and complexity and describes **the work of an independent SME in a broad and complex field.**