

**GOVERNMENT OF THE DISTRICT OF COLUMBIA**

**STANDARD CONTRACT PROVISIONS**

**FOR USE WITH**

**DISTRICT OF COLUMBIA GOVERNMENT  
SUPPLIES AND SERVICES CONTRACTS**

**March 2007**

**OFFICE OF CONTRACTING AND PROCUREMENT  
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**STANDARD CONTRACT PROVISIONS**  
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**1. Covenant Against Contingent Fees:**

The Contractor warrants that no person or selling agency has been employed or retained to solicit or secure the contract upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee, excepting bona fide employees or bona fide established commercial or selling agencies maintained by the Contractor for the purpose of securing business. For breach or violation of this warranty, the District will have the right to terminate the contract without liability or in its discretion to deduct from the contract price or consideration or otherwise recover, the full amount of the commission, percentage, brokerage, or contingent fee.

**2. Shipping Instructions – Consignment:**

Unless otherwise specified in this Invitation for Bids/Request for Proposals, each case, crate, barrel, package, etc., delivered under this contract must be plainly stencil marked or securely tagged, stating the Contractor's name, contract number and delivery address as noted in the contract. In case of carload lots, the Contractor shall tag the car, stating Contractor's name and contract number. Any failure to comply with these instructions will place the material at the Contractor's risk. Deliveries by rail, water, truck or otherwise, must be within the working hours and in ample time to allow for unloading and if necessary, the storing of the materials or supplies before closing time. Deliveries at any other time will not be accepted unless specific arrangements have been previously made with the contact person identified in the contract at the delivery point.

**3. Patents:**

The Contractor shall hold and save the District, its officers, agents, servants, and employees harmless from liability of any nature or kind, including costs, expenses, for or on account of any patented or unpatented invention, article, process, or appliance, manufactured or used in the performance of this contract, including their use by the District, unless otherwise specifically stipulated in the contract.

**4. Quality:**

Contractor's workmanship shall be of the highest grade, and all materials provided under this Contract shall be new, of the best quality and grade, and suitable in every respect for the purpose intended.

**5. Inspection Of Supplies:**

- (a) Definition. "Supplies," as used in this clause, includes, but is not limited to raw materials, components, intermediate assemblies, end products, and lots of supplies.
- (b) The Contractor shall be responsible for the materials or supplies covered by this contract until they are delivered at the designated point, but the Contractor shall bear all risk on rejected materials or supplies after notification of rejection. Upon the Contractor's failure to cure within ten (10) days after date of notification, the District may return the rejected materials or supplies to the Contractor at the Contractor's risk and expense.
- (c) The Contractor shall provide and maintain an inspection system acceptable to the District covering supplies under this contract and shall tender to the District for acceptance only supplies that have been inspected in accordance with the inspection system and have been found by the Contractor to be in conformity with contract requirements. As part of the

system, the Contractor shall prepare records evidencing all inspections made under the system and the outcome. These records shall be kept complete and made available to the District during contract performance and for as long afterwards as the contract requires. The District may perform reviews and evaluations as reasonably necessary to ascertain compliance with this paragraph. These reviews and evaluations shall be conducted in a manner that will not unduly delay the contract work. The right of review, whether exercised or not, does not relieve the Contractor of the obligations under this contract.

- (d) The District has the right to inspect and test all supplies called for by the contract, to the extent practicable, at all places and times, including the period of manufacture, and in any event before acceptance. The District will perform inspections and tests in a manner that will not unduly delay the work. The District assumes no contractual obligation to perform any inspection and test for the benefit of the Contractor unless specifically set forth elsewhere in the contract.
- (e) If the District performs inspection or test on the premises of the Contractor or subcontractor, the Contractor shall furnish, and shall require subcontractors to furnish, without additional charge, all reasonable facilities and assistance for the safe and convenient performance of these duties. Except as otherwise provided in the contract, the District will bear the expense of District inspections or tests made at other than Contractor's or subcontractor's premises; provided, that in case of rejection, the District will not be liable for any reduction in the value of inspection or test samples.
  - (1) When supplies are not ready at the time specified by the Contractor for inspection or test, the Contracting Officer may charge to the Contractor the additional cost of inspection or test.
  - (2) Contracting Officer may also charge the Contractor for any additional cost of inspection or test when prior rejection makes re-inspection or retest
- (f) The District has the right either to reject or to require correction of nonconforming supplies. Supplies are nonconforming when they are defective in material or workmanship or otherwise not in conformity with contract requirements. The District may reject nonconforming supplies with or without disposition instructions.
- (g) The Contractor shall remove supplies rejected or required to be corrected. However, the Contracting Officer may require or permit correction in place, promptly after notice, by and at the expense of the Contractor. The Contractor shall not tender for acceptance corrected or rejected supplies without disclosing the former rejection or requirement for correction, and when required, shall disclose the corrective action taken.
- (h) If the Contractor fails to remove, replace, or correct rejected supplies that are required to be replaced or corrected within ten (10) days, the District may either (1) by contract or otherwise, remove, replace or correct the supplies and charge the cost to the Contractor or (2) terminate the contract for default. Unless the Contractor corrects or replaces the supplies within the delivery schedule, the Contracting Officer may require their delivery and make an equitable price reduction. Failure to agree to a price reduction shall be a dispute.

- (i) If this contract provides for the performance of District quality assurance at source, and if requested by the District, the Contractor shall furnish advance notification of the time (i) when Contractor inspection or tests will be performed in accordance with the terms and conditions of the contract, and (ii) when the supplies will be ready for District inspection.
- (j) The District request shall specify the period and method of the advance notification and the District representative to whom it shall be furnished. Requests shall not require more than 2 business days of advance notification if the District representative is in residence in the Contractor's plant, nor more than 7 business days in other instances.
- (k) The District will accept or reject supplies as promptly as practicable after delivery, unless otherwise provided in the contract. District failure to inspect and accept or reject the supplies shall not relieve the Contractor from responsibility, nor impose liability upon the District, for non-conforming supplies.
- (l) Inspections and tests by the District do not relieve the Contractor of responsibility for defects or other failures to meet contract requirements discovered before acceptance. Acceptance shall be conclusive, except for latent defects, fraud, gross mistakes amounting to fraud, or as otherwise provided in the contract.
- (m) If acceptance is not conclusive for any of the reasons in subparagraph (l) hereof, the District, in addition to any other rights and remedies provided by law, or under provisions of this contract, shall have the right to require the Contractor (1) at no increase in contract price, to correct or replace the defective or nonconforming supplies at the original point of delivery or at the Contractor's plant at the Contracting Officer's election, and in accordance with a reasonable delivery schedule as may be agreed upon between the Contractor and the Contracting Officer; provided, that the Contracting Officer may require a reduction in contract price if the Contractor fails to meet such delivery schedule, or (2) within a reasonable time after receipt by the Contractor of notice of defects or noncompliance, to repay such portion of the contract as is equitable under the circumstances if the Contracting Officer elects not to require correction or replacement. When supplies are returned to the Contractor, the Contractor shall bear the transportation cost from the original point of delivery to the Contractor's plant and return to the original point when that point is not the Contractor's plant. If the Contractor fails to perform or act as required in (1) or (2) above and does not cure such failure within a period of 10 days (or such longer period as the Contracting Officer may authorize in writing) after receipt of notice from the Contracting Officer specifying such failure, the District will have the right to return the rejected materials at Contractor's risk and expense or contract or otherwise to replace or correct such supplies and charge to the Contractor the cost occasioned the District thereby.

**6. Inspection Of Services:**

- (a) Definition. "Services" as used in this clause includes services performed, workmanship, and material furnished or utilized in the performance of services.
- (b) The Contractor shall provide and maintain an inspection system acceptable to the District covering the services under this contract. Complete records of all inspection work performed by the Contractor shall be maintained and made available to the District during contract performance and for as long afterwards as the contract requires.

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- (c) The District has the right to inspect and test all services called for by the contract, to the extent practicable at all times and places during the term of the contract. The District will perform inspections and tests in a manner that will not unduly delay the work.
- (d) If the District performs inspections or tests on the premises of the Contractor or subcontractor, the Contractor shall furnish, without additional charge, all reasonable facilities and assistance for the safety and convenient performance of these duties.
- (e) If any of the services do not conform to the contract requirements, the District may require the Contractor to perform these services again in conformity with contract requirements, at no increase in contract amount. When the defects in services cannot be corrected by performance, the District may require the Contractor to take necessary action to ensure that future performance conforms to contract requirements and reduce the contract price to reflect value of services performed.
- (f) If the Contractor fails to promptly perform the services again or take the necessary action to ensure future performance in conformity to contract requirements, the District may (1) by contract or otherwise, perform the services and charge the Contractor any cost incurred by the District that is directly related to the performance of such services, or (2) terminate the contract for default.

**7. Waiver:**

The waiver of any breach of the contract will not constitute a waiver of any subsequent breach thereof, or a waiver of the contract.

**8. Default:**

- (a) The District may, subject to the provisions of paragraph (c) below, by written notice of default to the Contractor, terminate the whole or any part of this contract in any one of the following circumstances:
  - (1) If the Contractor fails to make delivery of the supplies or to perform the services within the time specified herein or any extension thereof; or
  - (2) If the Contractor fails to perform any of the other provisions of this contract, or so fails to make progress as to endanger performance of this contract in accordance with its terms, and in either of these two circumstances does not cure such failure within a period of ten (10) days (or such longer period as the Contracting Officer may authorize in writing) after receipt of notice from the Contracting Officer specifying such failure.
- (b) In the event the District terminates this contract in whole or in part as provided in paragraph (a) of this clause, the District may procure, upon such terms and in such manner as the Contracting Officer may deem appropriate, supplies or service similar to those so terminated, and the Contractor shall be liable to the District for any excess costs for similar supplies or services; provided, that the Contractor shall continue the performance of this contract to the extent not terminated under the provisions of this clause.

- (c) Except with respect to defaults of subcontractors, the Contractor shall not be liable for any excess costs if the failure to perform the contract arises out of causes beyond the control and without the fault or negligence of the Contractor. Such causes may include, but are not restricted to, acts of God or of the public enemy, acts of the District or Federal Government in either their sovereign or contractual capacity, fires, floods, epidemics, quarantine restrictions, strikes, freight embargoes, and unusually severe weather; but in every case the failure to perform must be beyond the control and without fault or negligence of the Contractor. If the failure to perform is caused by the default of the subcontractor, and if such default arises out of causes beyond the control of both the Contractor and the subcontractor, and without the fault or negligence of either of them, the Contractor shall not be liable for any excess cost for failure to perform, unless the supplies or services to be furnished by the subcontractor were obtainable from other sources in sufficient time to permit the Contractor to meet the required delivery schedule.
- (d) If this contract is terminated as provided in paragraph (a) of this clause, the District, in addition to any other rights provided in this clause, may require the Contractor to transfer title and deliver to the District, in the manner and to the extent directed by the Contracting Officer, (i) completed supplies, and (ii) such partially completed supplies and materials, parts, tools, dies, jigs, fixtures plans, drawing information, and contract rights (hereinafter called "manufacturing materials") as the Contractor has specifically produced or specifically acquired for the performance of such part of this contract as has been terminated; and the Contractor shall, upon direction of the Contracting Officer, protect and preserve property in possession of the Contractor in which the District has an interest. Payment for completed supplies delivered to and accepted by the District will be at the contract price. Payment for manufacturing materials delivered to and accepted by the District will be at the contract price. Payment for manufacturing materials delivered to and accepted by the District and for the protection and preservation of property shall be in an amount agreed upon by the Contractor and Contracting Officer; failure to agree to such amount shall be a dispute concerning a question of fact within the meaning of the clause of this contract entitled "Disputes". The District may withhold from amounts otherwise due the Contractor for such completed supplies or manufacturing materials such sum as the Contracting Officer determines to be necessary to protect the District against loss because of outstanding liens or claims of former lien holders.
- (e) If, after notice of termination of this contract under the provisions of this clause, it is determined for any reason that the Contractor was not in default under the provisions of this clause, or that the default was excusable under the provisions of this clause, the rights and obligations of the parties shall, if the contract contains a clause providing for termination of convenience of the District, be the same as if the notice of termination had been issued pursuant to such clause. See Clause 20 for Termination for Convenience of the District.
- (f) The rights and remedies of the District provided in this clause shall not be exclusive and are in addition to any other rights and remedies provided by law or under this contract.
- (g) As used in paragraph (c) of this clause, the terms "subcontractor(s) means subcontractor(s) at any tier.

**9. Indemnification:**

The Contractor agrees to defend, indemnify and hold harmless the District, its officers, agencies, departments, agents, and employees (collectively the “District”) from and against any and all claims, losses, liabilities, penalties, fines, forfeitures, demands, causes of action, suits, costs and expenses incidental thereto (including cost of defense and attorneys’ fees), resulting from, arising out of, or in any way connected to activities or work performed by the Contractor, Contractor’s officers, employees, agents, servants, subcontractors, or any other person acting for or by permission of the Contractor in performance of this Contract. The Contractor assumes all risks for direct and indirect damage or injury to the property or persons used or employed in performance of this Contract. The Contractor shall also repair or replace any District property that is damaged by the Contractor, Contractor’s officers, employees, agents, servants, subcontractors, or any other person acting for or by permission of the Contractor while performing work hereunder.

The indemnification obligation under this section shall not be limited by the existence of any insurance policy or by any limitation on the amount or type of damages, compensation or benefits payable by or for Contractor or any subcontractor, and shall survive the termination of this Contract. The District agrees to give Contractor written notice of any claim of indemnity under this section. Additionally, Contractor shall have the right and sole authority to control the defense or settlement of such claim, provided that no contribution or action by the District is required in connection with the settlement. Monies due or to become due the Contractor under the contract may be retained by the District as necessary to satisfy any outstanding claim which the District may have against the Contractor.

**10. Transfer:**

No contract or any interest therein shall be transferred by the parties to whom the award is made; such transfer will be null and void and will be cause to annul the contract.

**11. Taxes:**

(a) The Government of the District of Columbia is exempt from and will not pay Federal Excise Tax, Transportation Tax, and the District of Columbia Sales and Use Taxes.

(b) Tax exemption certificates are no longer issued by the District for Federal Excise Tax. The following statement may be used by the supplier when claiming tax deductions for Federal Excise Tax exempt items sold to the District.

“The District of Columbia Government is Exempt from Federal Excise Tax – Registration No. 52-73-0206-K, Internal Revenue Service, Baltimore, Maryland.”

Exempt From Maryland Sales Tax, Registered With The Comptroller Of The Treasury As Follows:

a) Deliveries to Glenn Dale Hospital – Exemption No. 4647

b) Deliveries to Children’s Center – Exemption No. 4648

c) Deliveries to other District Departments or Agencies – Exemption No. 09339

“The District of Columbia Government is Exempt from Sales and Use Tax – Registration No. 53-600, The District of Columbia Office of Tax and Revenue.”

**12. Appointment of Attorney:**

- (a) The bidder/offeror or contractor (whichever the case may be) does hereby irrevocably designate and appoint the Clerk of the District of Columbia Superior Court and his successor in office as the true and lawful attorney of the Contractor for the purpose of receiving service of all notices and processes issued by any court in the District of Columbia, as well as service of all pleadings and other papers, in relation to any action or legal proceeding arising out of or pertaining to this contract or the work required or performed hereunder.
- (b) The bidder/offeror or contractor (whichever the case may be) expressly agrees that the validity of any service upon the said Clerk as herein authorized shall not be affected either by the fact that the contractor was personally within the District of Columbia and otherwise subject to personal service at the time of such service upon the said Clerk or by the fact that the contractor failed to receive a copy of such process, notice or other paper so served upon the said Clerk provided the said Clerk shall have deposited in the United States mail, registered and postage prepaid, a copy of such process, notice, pleading or other paper addressed to the bidder/offeror or contractor at the address stated in this contract.

**13. District Employees Not To Benefit:**

Unless a determination is made as provided herein, no officer or employee of the District will be admitted to any share or part of this contract or to any benefit that may arise therefrom, and any contract made by the Contracting Officer or any District employee authorized to execute contracts in which they or an employee of the District will be personally interested shall be void, and no payment shall be made thereon by the District or any officer thereof, but this provision shall not be construed to extend to this contract if made with a corporation for its general benefit. A District employee shall not be a party to a contract with the District and will not knowingly cause or allow a business concern or other organization owned or substantially owned or controlled by the employee to be a party to such a contract, unless a written determination has been made by the head of the procuring agency that there is a compelling reason for contracting with the employee, such as when the District's needs cannot reasonably otherwise be met. (DC Procurement Practices Act of 1985, D.C. Law 6-85, D.C. Official Code, section 2-310.01, and Chapter 18 of the DC Personnel Regulations)

The Contractor represents and covenants that it presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of its services hereunder. The Contractor further covenants not to employ any person having such known interests in the performance of the contract.

**14. Disputes:**

- A. All disputes arising under or relating to this contract shall be resolved as provided herein.
- B. Claims by a Contractor against the District.

Claim, as used in Section B of this clause, means a written assertion by the Contractor seeking, as a matter of right, the payment of money in a sum certain, the adjustment or interpretation of contract terms, or other relief arising under or relating to this contract. A claim arising under a contract, unlike a claim relating to that

contract, is a claim that can be resolved under a contract clause that provides for the relief sought by the claimant.

- (a) All claims by a Contractor against the District arising under or relating to a contract shall be in writing and shall be submitted to the Contracting Officer for a decision. The contractor's claim shall contain at least the following:
  - (1) A description of the claim and the amount in dispute;
  - (2) Any data or other information in support of the claim;
  - (3) A brief description of the Contractor's efforts to resolve the dispute prior to filing the claim; and
  - (4) The Contractor's request for relief or other action by the Contracting Officer.
- (b) The Contracting Officer may meet with the Contractor in a further attempt to resolve the claim by agreement.
- (c) For any claim of \$50,000 or less, the Contracting Officer shall issue a decision within sixty (60) days from receipt of a written request from a Contractor that a decision be rendered within that period.
- (d) For any claim over \$50,000, the Contracting Officer shall issue a decision within ninety (90) days of receipt of the claim. Whenever possible, the Contracting Officer shall take into account factors such as the size and complexity of the claim and the adequacy of the information in support of the claim provided by the Contractor.
- (e) The Contracting Officer's written decision shall do the following:
  - (1) Provide a description of the claim or dispute;
  - (2) Refer to the pertinent contract terms;
  - (3) State the factual areas of agreement and disagreement;
  - (4) State the reasons for the decision, including any specific findings of fact, although specific findings of fact are not required and, if made, shall not be binding in any subsequent proceeding;
  - (5) If all or any part of the claim is determined to be valid, determine the amount of monetary settlement, the contract adjustment to be made, or other relief to be granted;
  - (6) Indicate that the written document is the contracting officer's final decision; and
  - (7) Inform the Contractor of the right to seek further redress by appealing the decision to the Contract Appeals Board.
- (f) Any failure by the Contracting Officer to issue a decision on a contract claim within the required time period will be deemed to be a denial of the claim, and will authorize the commencement of an appeal to the Contract Appeals Board as authorized by D.C. Official Code § 2-309.04.

- (g) (1) If a Contractor is unable to support any part of his or her claim and it is determined that the inability is attributable to a material misrepresentation of fact or fraud on the part of the Contractor, the Contractor shall be liable to the District for an amount equal to the unsupported part of the claim in addition to all costs to the District attributable to the cost of reviewing that part of the Contractor's claim.
- (2) Liability under paragraph (g)(1) shall be determined within six (6) years of the commission of the misrepresentation of fact or fraud.
- (h) The decision of the Contracting Officer shall be final and not subject to review unless an administrative appeal or action for judicial review is timely commenced by the Contractor as authorized by D. C. Official Code § 2-309.04.
- (i) Pending final decision of an appeal, action, or final settlement, a Contractor shall proceed diligently with performance of the contract in accordance with the decision of the Contracting Officer.

C. Claims by the District against a Contractor

- (a) Claim as used in Section C of this clause, means a written demand or written assertion by the District seeking, as a matter of right, the payment of money in a sum certain, the adjustment of contract terms, or other relief arising under or relating to this contract. A claim arising under a contract, unlike a claim relating to that contract, is a claim that can be resolved under a contract clause that provides for the relief sought by the claimant.
- (b) (1) All claims by the District against a Contractor arising under or relating to a contract shall be decided by the Contracting Officer.
- (2) The Contracting Officer shall send written notice of the claim to the Contractor. The Contracting Officer's written decision shall do the following:
  - (a) Provide a description of the claim or dispute;
  - (b) Refer to the pertinent contract terms;
  - (c) State the factual areas of agreement and disagreement;
  - (d) State the reasons for the decision, including any specific findings of fact, although specific findings of fact are not required and, if made, shall not be binding in any subsequent proceeding;
  - (e) If all or any part of the claim is determined to be valid, determine the amount of monetary settlement, the contract adjustment to be made, or other relief to be granted;
  - (f) Indicate that the written document is the Contracting Officer's final decision; and
  - (g) Inform the Contractor of the right to seek further redress by appealing the decision to the Contract Appeals Board.

- (3) The decision shall be supported by reasons and shall inform the Contractor of its rights as provided herein.
- (4) The authority contained in this clause shall not apply to a claim or dispute for penalties or forfeitures prescribed by statute or regulation which another District agency is specifically authorized to administer, settle, or determine.
- (5) This clause shall not authorize the Contracting Officer to settle, compromise, pay, or otherwise adjust any claim involving fraud.
- (c) The decision of the Contracting Officer shall be final and not subject to review unless an administrative appeal or action for judicial review is timely commenced by the Contractor as authorized by D.C. Official Code §2-309.04.
- (d) Pending final decision of an appeal, action, or final settlement, the Contractor shall proceed diligently with performance of the contract in accordance with the decision of the Contracting Officer.

**15. Changes:**

The Contracting Officer may, at any time, by written order, and without notice to the surety, if any, make changes in the contract within the general scope hereof. If such change causes an increase or decrease in the cost of performance of this contract, or in the time required for performance, an equitable adjustment shall be made. Any claim for adjustment under this paragraph must be asserted within ten (10) days from the date the change is offered; provided, however, that the Contracting Officer, if he or she determines that the facts justify such action, may receive, consider and adjust any such claim asserted at any time prior to the date of final settlement of the contract. If the parties fail to agree upon the adjustment to be made, the dispute shall be determined as provided in the Disputes clause at Section 18. Nothing in this clause shall excuse the Contractor from proceeding with the contract as changed.

**16. Termination For Convenience Of The District:**

- (a) The District may terminate performance of work under this contract in whole or, from time to time, in part if the Contracting Officer determines that a termination is in the District's interest. The Contracting Officer shall terminate by delivering to the Contractor a Notice of Termination specifying the extent of termination and effective date.
- (b) After receipt of a Notice of Termination, and except as directed by the Contracting Officer, the Contractor shall immediately proceed with the following obligations, regardless of any delay in determining or adjusting any amounts due under this clause:
  - (1) Stop work as specified in the notice.
  - (2) Place no further subcontracts or orders (referred to as subcontracts in this clause) for materials, services, or facilities, except as necessary to complete the continued portion of the contract.
  - (3) Terminate all contracts to the extent they relate to the work terminated.

- (4) Assign to the District, as directed by the Contracting Officer, all rights, title and interest of the Contractor under the subcontracts terminated, in which case the District will have the right to settle or pay any termination settlement proposal arising out of those terminations.
  - (5) With approval or ratification to the extent required by the Contracting Officer, settle all outstanding liabilities and termination settlement proposals arising from the termination of subcontracts. The approval or ratification will be final for purposes of this clause.
  - (6) As directed by the Contracting Officer, transfer title and deliver to the District (i) the fabricated or unfabricated parts, work in process, completed work, supplies, and other materials produced or acquired for the work terminated, and (ii) the completed or partially completed plans, drawings, information, and other property that, if the contract has been completed, would be required to be furnished to the District.
  - (7) Complete performance of the work not terminated.
  - (8) Take any action that may be necessary, or that the Contracting Officer may direct, for the protection and preservation of the property related to this contract that is in the possession of the Contractor and in which the District has or may acquire an interest.
  - (9) Use its best efforts to sell, as directed or authorized by the Contracting Officer, any property of the types referred to in subparagraph (6) above; provided, however, that the Contractor (i) is not required to extend credit to any purchaser and (ii) may acquire the property under the conditions prescribed by, and at prices approved by, the Contracting Officer. The proceeds of any transfer or disposition will be applied to reduce any payments to be made by the District under this contract, credited to the price or cost of the work, or paid in any other manner directed by the Contracting Officer.
- (c) After the expiration of ninety (90) days (or such longer period as may be agreed to) after receipt by the Contracting Officer of acceptable inventory schedules, the Contractor may submit to the Contracting Officer a list, certified as to quantity and quality of termination inventory not previously disposed of excluding items authorized for disposition by the Contracting Officer. The Contractor may request the District to remove those items or enter into an agreement for their storage. Within fifteen (15) days, the District will accept title to those items and remove them or enter into a storage agreement. The Contracting Officer may verify the list upon removal of the items, or if stored, within forty five (45) days from submission of the list, and shall correct the list, as necessary, before final settlement.
- (d) After termination, the Contractor shall submit a final termination settlement proposal to the Contracting Officer in the form and with the certification prescribed by the Contracting Officer. The Contractor shall submit the proposal promptly, but no later than one year from the effective date of termination, unless extended in writing by the Contracting Officer upon written request of the Contractor within this one year period. However, if the Contracting Officer determines that the facts justify it, a termination settlement proposal may be

received and acted on after one year or any extension. If the Contractor fails to submit the proposal within the time allowed, the Contracting Officer may determine, on the basis of information available, the amount, if any, due to the Contractor because of the termination and shall pay the amount determined.

- (e) Subject to paragraph (d) above, the Contractor and the Contracting Officer may agree upon the whole or any part of the amount to be paid because of the termination. The amount may include a reasonable allowance for profit on work done. However, the agreed amount, whether under this paragraph (e) or paragraph (f) below, exclusive of costs shown in subparagraph (f)(3) below, may not exceed the total contract price as reduced by (1) the amount of payment previously made and (2) the contract price of work not terminated. The contract shall be amended, and the Contractor paid the agreed amount. Paragraph (f) below shall not limit, restrict, or affect the amount that may be agreed upon to be paid under this paragraph.
- (f) If the Contractor and the Contracting Officer fail to agree on the whole amount to be paid because of the termination work, the Contracting Officer shall pay the Contractor the amounts determined by the Contracting Officer as follows, but without duplication of any amounts agreed on under paragraph (e) above:
  - (1) The contract price for completed supplies or services accepted by the District (or sold or acquired under subparagraph (b)(9) above) not previously paid for, adjusted for any saving of freight and other charges.
  - (2) The total of :
    - (i) The costs incurred in the performance of the work terminated, including initial costs and preparatory expense allocable thereto, but excluding any costs attributable to supplies or services paid or to be paid under subparagraph (f)(1) above;
    - (ii) The cost of settling and paying termination settlement proposals under terminated subcontracts that are properly chargeable to the terminated portion of the contract if not included in subparagraph (f)(1) above; and
    - (iii) A sum, as profit on subparagraph f(1) above, determined by the Contracting Officer to be fair and reasonable; however, if it appears that the Contractor would have sustained a loss on the entire contract had it been completed, the Contracting Officer shall allow no profit under this subparagraph (iii) and shall reduce the settlement to reflect the indicated rate of loss.
  - (3) The reasonable cost of settlement of the work terminated, including-
    - (i) Accounting, legal, clerical, and other expenses reasonably necessary for the preparation of termination settlement proposals and supporting data;
    - (ii) The termination and settlement of subcontractors (excluding the amounts of such settlements); and

- (iii) Storage, transportation, and other costs incurred, reasonably necessary for the preservation, protection, or disposition of the termination inventory.
- (g) Except for normal spoilage, and except to the extent that the District expressly assumed the risk of loss, the Contracting Officer shall exclude from the amounts payable to the Contractor under paragraph (f) above, the fair value as determined by the Contracting Officer, of property that is destroyed, lost, stolen, or damaged so as to become undeliverable to the District or to a buyer.
- (h) The Contractor shall have the right of appeal, under the Disputes clause, from any determination made by the Contracting Officer under paragraphs (d), (f) or (j), except that if the Contractor failed to submit the termination settlement proposal within the time provided in paragraph (d) or (j), and failed to request a time extension, there is no right of appeal. If the Contracting Officer has made a determination of the amount due under paragraph (d), (f) or (j), the District will pay the Contractor (1) the amount determined by the Contracting Officer if there is no right of appeal or if no timely appeal has been taken, or (2) the amount finally determined on an appeal.
- (i) In arriving at the amount due the Contractor under this clause, there shall be deducted:
  - (1) All unliquidated advances or other payments to the Contractor under the termination portion of the contract;
  - (2) Any claim which the District has against the Contractor under this contract; and
  - (3) The agreed price for, or the proceeds of sale of, materials, supplies, or other things acquired by the Contractor or sold under the provisions of this clause and not recovered by or credited to the District.
- (j) If the termination is partial, the Contractor may file a proposal with the Contracting Officer for an equitable adjustment of the price(s) of the continued portion of the contract. The Contracting Officer shall make any equitable adjustment agreed upon. Any proposal by the Contractor for an equitable adjustment under this clause shall be requested within ninety (90) days from the effective date of termination unless extended in writing by the Contracting Officer.
- (k) (1) The District may, under the terms and conditions it prescribes, make partial payments and payments against costs incurred by the Contractor for the terminated portion of the contract, if the Contracting Officer believes the total of these payments will not exceed the amount to which the Contractor shall be entitled.
  - (2) If the total payments exceed the amount finally determined to be due, the Contractor shall repay the excess to the District upon demand together with interest computed at the rate of 10 percent (10%) per year. Interest shall be computed for the period from the date the excess payment is received by the Contractor to the date the excess payment is repaid. Interest shall not be charged on any excess payment due to a reduction in the Contractor's termination settlement proposal because of retention or

other disposition of termination inventory until 10 days after the date of the retention or disposition, or a later date determined by the Contracting Officer because of the circumstances.

- (l) Unless otherwise provided in this contract or by statute, the Contractor shall maintain all records and documents relating to the terminated portion of this contract for 3 years after final settlement. This includes all books and other evidence bearing on the Contractor's costs and expenses under this contract. The Contractor shall make these records and documents available to the District, at the Contractor's office, at all reasonable times, without any direct charge. If approved by the Contracting Officer, photographs, micrographs, or other authentic reproductions may be maintained instead of original records and documents.

**17. Recovery Of Debts Owed The District:**

The Contractor hereby agrees that the District may use all or any portion of any consideration or refund due the Contractor under the present contract to satisfy, in whole or part, any debt due the District.

**18. Retention and Examination Of Records:**

The Contractor shall establish and maintain books, records, and documents (including electronic storage media) in accordance with generally accepted accounting principles and practices which sufficiently and properly reflect all revenues and expenditures of funds provided by the District under the contract that results from this solicitation.

The Contractor shall retain all records, financial records, supporting documents, statistical records, and any other documents (including electronic storage media) pertinent to the contract for a period of three (3) years after termination of the contract, or if an audit has been initiated and audit findings have not been resolved at the end of three (3) years, the records shall be retained until resolution of the audit findings or any litigation which may be based on the terms of the contract.

The Contractor shall assure that these records shall be subject at all reasonable times to inspection, review, or audit by Federal, District, or other personnel duly authorized by the Contracting Officer.

The Contracting Officer, the Inspector General and the District of Columbia Auditor, or any of their duly authorized representatives shall, until three years after final payment, have the right to examine any directly pertinent books, documents, papers and records of the Contractor involving transactions related to the contract.

**19. Non-Discrimination Clause:**

- (a) The Contractor shall not discriminate in any manner against any employee or applicant for employment that would constitute a violation of the District of Columbia Human Rights Act, approved December 13, 1977, as amended (D. C. Law 2-38; D. C. Official Code §2-1402.11) (2001 Ed.) ("Act" as used in this Section). The Contractor shall include a similar clause in all subcontracts, except subcontracts for standard commercial supplies or raw materials. In addition, Contractor agrees and any subcontractor shall agree to post in conspicuous places, available to employees and applicants for employment, notice setting forth the provisions of this non-discrimination clause as provided in Section 251 of the Act.

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(b) Pursuant to rules of the Office of Human Rights, published on August 15, 1986 in the D. C. Register, Mayor's Order 2002-175 (10/23/02), 49 DCR 9883 and Mayor's Order 2006-151 (11/17/06), 52 DCR 9351, the following clauses apply to this contract:

- (1) The Contractor shall not discriminate against any employee or applicant for employment because of actual or perceived: race, color, religion, national origin, sex, age, marital status, personal appearance, sexual orientation, gender identity or expression, familial status, family responsibilities, disability, matriculation, political affiliation, genetic information, source of income, or place of residence or business. Sexual harassment is a form of sex discrimination which is prohibited by the Act. In addition, harassment based on any of the above protected categories is prohibited by the Act.
- (2) The Contractor agrees to take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their actual or perceived: race, color, religion, national origin, sex, age, marital status, personal appearance, sexual orientation, gender identity or expression, familial status, family responsibilities, disability, matriculation, political affiliation, genetic information, source of income, or place of residence or business.

The affirmative action shall include, but not be limited to the following:

- (a) employment, upgrading or transfer;
  - (b) recruitment, or recruitment advertising;
  - (c) demotion, layoff, or termination;
  - (d) rates of pay, or other forms of compensation; and
  - (e) selection for training and apprenticeship.
- (3) The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the Contracting Agency, setting forth the provisions in subsections (b)(1) and (b)(2) concerning non-discrimination and affirmative action.
  - (4) The Contractor shall, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, state that all qualified applicants will receive consideration for employment pursuant to the non-discrimination requirements set forth in subsection (b)(2).
  - (5) The Contractor agrees to send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice to be provided by the contracting agency, advising the said labor union or workers' representative of that contractor's commitments under this nondiscrimination clause and the Act, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

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- (6) The Contractor agrees to permit access to his books, records and accounts pertaining to its employment practices, by the Chief Procurement Officer or designee, or the Director of Human Rights or designee, for purposes of investigation to ascertain compliance with this chapter, and to require under terms of any subcontractor agreement each subcontractor to permit access of such subcontractors' books, records, and accounts for such purposes.
- (7) The Contractor agrees to comply with the provisions of this chapter and with all guidelines for equal employment opportunity applicable in the District of Columbia adopted by the Director of the Office of Human Rights, or any authorized official.
- (8) The Contractor shall include in every subcontract the equal opportunity clauses, subsections (b)(1) through (b)(9) of this section, so that such provisions shall be binding upon each subcontractor or vendor.
- (9) The Contractor shall take such action with respect to any subcontract as the Contracting Officer may direct as a means of enforcing these provisions, including sanctions for noncompliance; provided, however, that in the event the Contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the contracting agency, the Contractor may request the District to enter into such litigation to protect the interest of the District.

**20. Definitions:**

The terms Mayor, Chief Procurement Officer, Contract Appeals Board and District will mean the Mayor of the District of Columbia, the Chief Procurement Officer of the District of Columbia or his/her alternate, the Contract Appeals Board of the District of Columbia, and the Government of the District of Columbia respectively. If the Contractor is an individual, the term Contractor shall mean the Contractor, his heirs, his executor and his administrator. If the Contractor is a corporation, the term Contractor shall mean the Contractor and its successor.

**21. Health And Safety Standards:**

Items delivered under this contract shall conform to all requirements of the Occupational Safety and Health Act of 1970, as amended ("OSHA"), and Department of Labor Regulations under OSHA, and all Federal requirements in effect at time of bid opening/proposal submission.

**22. Appropriation Of Funds:**

The District's liability under this contract is contingent upon the future availability of appropriated monies with which to make payment for the contract purposes. The legal liability on the part of the District for the payment of any money shall not arise unless and until such appropriation shall have been provided.

**23. Buy American Act:**

- (a) The Buy American Act (41 U.S.C. §10a) provides that the District give preference to domestic end products.

“Components,” as used in this clause, means those articles, materials, and supplies incorporated directly into the end products.

“Domestic end product,” as used in this clause, means, (1) an unmanufactured end product mined or produced in the United States, or (2) an end product manufactured in the United States, if the cost of its components mined, produced, or manufactured in the United States, exceeds 50 percent of the cost of all its components. Components of foreign origin of the same class or kind as the products referred to in paragraphs (b)(2) or (3) of this clause shall be treated as domestic. Scrap generated, collected, and prepared for processing in the United States is considered domestic.

“End products,” as used in this clause, means those articles, materials, and supplies to be acquired for public use under this contract.

- (b) The Contractor shall deliver only domestic end products, except those-
  - (1) For use outside the United States;
  - (2) That the District determines are not mined, produced, or manufactured in the United States in sufficient and reasonably available commercial quantities of a satisfactory quality;
  - (3) For which the District determines that domestic preference would be inconsistent with the public interest; or
  - (4) For which the District determines the cost to be unreasonable.

**24. Service Contract Act of 1965:**

- (a) Definitions. “Act,” as used in this clause, means the Service Contract Act of 1965, as amended (41 U.S.C. §351, *et seq.*).
  - (1) “Contractor,” as used in this clause, means the prime Contractor or any subcontractor at any tier.
  - (2) “Service employee,” as used in this clause, means any person (other than a person employed in a bona fide executive, administrative, or professional capacity as defined in 29 CFR 541) engaged in performing a District contract not exempted under 41 U.S.C. §356, the principal purpose of which is to furnish services in the United States, as defined in section 22.1001 of the Federal Acquisition Regulation. It includes all such persons regardless of the actual or alleged contractual relationship between them and a contractor.
- (b) Applicability. To the extent that the Act applies, this contract is subject to the following provisions and to all other applicable provisions of the Act and regulations of the Secretary of Labor (20 CFR part 4). All interpretations of the Act in Subpart C of 29 CFR 4 are incorporated in this contract by reference. This clause does not apply to contracts or subcontracts administratively exempted by the Secretary of Labor or exempted by 41 U.S.C. §356, as interpreted in Subpart C of 29 CFR 4.
- (c) Compensation.

- (1) Each service employee employed in the performance of this contract by the Contractor or any subcontractor shall be paid not less than the minimum monetary wages and shall be furnished fringe benefits in accordance with the wages and fringe benefits determined by the Secretary of Labor or the Secretary's authorized representative, as specified in any wage determination attached to this contract.
- (2) If a wage determination is attached to this contract, the Contractor shall classify any class of service employees not listed in it, but to be employed under this contract (i.e., the work to be performed is not performed by any classification listed in the wage determination) so as to provide a reasonable relationship (i.e., appropriate level of skill comparison) between such unlisted classifications and the classifications listed in the wage determination. Such conformed class of employees shall be paid the monetary wages and furnished the fringe benefits as are determined pursuant to the procedures in this paragraph. This conforming procedure shall be initiated by the Contractor prior to the performance of contract work by the unlisted class of employee.
  - (a) The Contractor shall submit Standard Form (SF) 1444, Request for Authorization of Additional Classification and Rate, to the Contracting Officer no later than 30 days after the unlisted class of employee performs any contract work. The Contracting Officer shall review the proposed classification and rate and promptly submit the completed SF 1444 (which must include information regarding the agreement or disagreement of the employees' authorized representatives or the employees themselves together with the agency recommendation), and all pertinent information to the Wage and Hour Division, Employment Standards Administration (ESA), Department of Labor. The Wage and Hour Division will approve, modify, or disapprove the action or render a final determination in the event of disagreement within 30 days of receipt or will notify the Contracting Officer within 30 days of receipt that additional time is necessary;
  - (b) The final determination of the conformance action by the Wage and Hour Division shall be transmitted to the Contracting Officer who shall promptly notify the Contractor of the action taken. Each affected employee shall be furnished by the Contracting Officer with a written copy of such determination or it shall be posted as a part of the wage determination;
  - (c) The process of establishing wage and fringe benefit rates that bear a reasonable relationship to those listed in a wage determination cannot be reduced to any single formula. The approach used may vary from wage determination to wage determination depending on the circumstances. Standard wage and salary administration practices which rank various job classifications by pay grade pursuant to point schemes or other job factors may, for example, be relied upon. Guidance may also be obtained from the way different jobs are rated under Federal pay systems (Federal Wage Board Pay System and the General

Schedule) or from other wage determinations issued in the same locality. Basic to the establishment of any conformable wage rate(s) is the concept that a pay relationship should be maintained between job classifications based on the skill required and the duties performed;

- (d) In the case of a contract modification, an exercise of an option, or extension of an existing contract, or in any other case where a Contractor succeeds to a contract under which the classification in question was previously conformed pursuant to this clause, a new conformed wage rate and fringe benefits may be assigned to the conformed classification by indexing (*i.e.*, adjusting) the previous conformed rate and fringe benefits by an amount equal to the average (mean) percentage increase (or decrease, where appropriate) between the wages and fringe benefits specified for all classifications to be used on the contract which are listed in the current wage determination, and those specified for the corresponding classifications in the previously applicable wage determination. Where conforming actions are accomplished in accordance with this paragraph prior to the performance of contract work by the unlisted class of employees, the Contractor shall advise the Contracting Officer of the action taken but the other procedures in this clause need not be followed;
  - (e) No employee engaged in performing work on this contract shall in any event be paid less than the currently applicable minimum wage specified under section 6(a)(1) of the Fair Labor Standards Act of 1938, as amended;
  - (f) The wage rate and fringe benefits finally determined under this clause shall be paid to all employees performing in the classification from the first day on which contract work is performed by them in the classification. Failure to pay the unlisted employees the compensation agreed upon by the interested parties or finally determined by the Wage and Hour Division retroactive to the date such class of employees commenced contract work shall be a violation of the Act and this contract;
  - (g) Upon discovery of failure to comply with this clause, the Wage and Hour Division shall make a final determination of conformed classification, wage rate, and/or fringe benefits which shall be retroactive to the date such class or classes of employees commenced contract work.
- (3) If the term of this contract is more than 1 year, the minimum wages and fringe benefits required for service employees under this contract shall be subject to adjustment after 1 year and not less often than once every 2 years, under wage determinations issued by ESA.
  - (4) The Contractor can discharge the obligation to furnish fringe benefits specified in the attachment or determined under paragraph (2) of this clause by furnishing any equivalent combinations of bona fide fringe

benefits, or by making equivalent or differential cash payments, in accordance with Subpart B and C of 29 CFR 4.

- (d) Minimum wage: In the absence of a minimum wage attachment for this contract, the Contractor shall not pay any service or other employees performing this contract less than the minimum wage specified by section 6(a)(1) of the Fair Labor Standards Act of 1938, as amended (29 U.S.C. §206). Nothing in this clause shall relieve the Contractor of any other legal or contractual obligation to pay a higher wage to any employee.
- (e) Successor contracts: If this contract succeeds a contract subject to the Act under which substantially the same services were furnished and service employees were paid wages and fringe benefits provided for in a collective bargaining agreement, then, in the absence of a minimum wage attachment to this contract, the Contractor may not pay any service employee performing this contract less than the wages and benefits, including those accrued and any prospective increases, provided for under that agreement. No Contractor may be relieved of this obligation unless the limitations of 29 CFR 4.1c(b) apply or unless the Secretary of Labor or the Secretary's authorized representative:
  - (1) Determines that the agreement under the predecessor was not the result of arms-length negotiations; or
  - (2) Finds, after a hearing under 29 CFR 4.10, that the wages and benefits provided for by that agreement vary substantially from those prevailing for similar services in the locality or determines, as provided in 29 CFR 4.11, that the collective bargaining agreement applicable to service employees employed under the predecessor contract was not entered into as a result of arm's length negotiations. Where it is found in accordance with the review procedures provided in 29 CFR 4.10 and 4.11 and parts 6 and 8 that some or all of the wages and fringe benefits contained in a predecessor Contractor's collective bargaining agreement are substantially at variance with those which prevail for services of a character similar in the locality, and that the collective bargaining agreement applicable to service employees employed under the predecessor contract was not entered into as a result of arm's length negotiations, the Department will issue a new or revised wage determination setting forth the applicable wage rates and fringe benefits. Such determination shall be made part of the contract or subcontract, in accordance with the decision of the Administrator, the Administrative Law Judge, or the Board of Service Contract Appeals, as the case may be, irrespective of whether such issuance occurs prior to or after the award of a contract or subcontract (53 Comp. Gen. 401 (1973)). In the case of a wage determination issued solely as a result of a finding of substantial variance, such determination shall be effective as of the date of the final administrative decision.
- (f) Notification to employees: The Contractor shall notify each service employee commencing work on this contract of a minimum wage and any fringe benefits required to be paid, or shall post a notice of these wages and benefits in a prominent and accessible place at the worksite, using such poster as may be provided by the Department of Labor.

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- (g) Safe and sanitary working conditions: The Contractor shall not permit services called for by this contract to be performed in buildings or surroundings or under working conditions provided by or under the control or supervision of the Contractor that are unsanitary, hazardous, or dangerous to the health or safety of service employees. The Contractor shall comply with the health standards applied under 29 CFR Part 1925.
- (h) Records: The Contractor shall maintain for 3 years from the completion of work, and make available for inspection and transcription by authorized ESA representatives, a record of the following:
  - (1) For each employee subject to the Act:
    - (a) Name and address;
    - (b) Work classification or classifications, rate or rates of wages and fringe benefits provided, rate or rates of payments in lieu of fringe benefits, and total daily and weekly compensation;
    - (c) Daily and weekly hours worked; and
    - (d) Any deductions, rebates, or refunds from total daily or weekly compensation.
  - (2) For those classes of service employees not included in any wage determination attached to this contract, wage rates or fringe benefits determined by the interested parties or by ESA under the terms of paragraph (c)(3) of this clause. A copy of the report required by paragraph (e) of this clause will fulfill this requirement.
  - (3) Any list of the predecessor Contractor's employees which had been furnished to the Contractor as prescribed by this clause. The Contractor shall also make available a copy of this contract for inspection or transcription by authorized representatives of the Wage and Hour Division. Failure to make and maintain or to make available these records for inspection and transcription shall be a violation of the regulations and this contract, and in the case of failure to produce these records, the Contracting Officer, upon direction of the Department of Labor and notification to the Contractor, shall take action to cause suspension of any further payment or advance of funds until the violation ceases. The Contractor shall permit authorized representatives of the Wage and Hour Division to conduct interviews with employees at the worksite during normal working hours.
- (i) Pay periods: The Contractor shall unconditionally pay to each employee subject to the Act all wages due free and clear and without subsequent deduction (except as otherwise provided by law or regulations, 29 CFR part 4), rebate, or kickback on any account. These payments shall be made no later than one pay period following the end of the regular pay period in which the wages were earned or accrued. A pay period under this Act may not be of any duration longer than semi-monthly.
- (j) Withholding of payments and termination of contract: The Contracting Officer shall withhold from the prime Contractor under this or any other District contract

with the prime contractor any sums the Contracting Officer, or an appropriate officer of the Labor Department, decides may be necessary to pay underpaid employees. In the event of failure to pay any employees subject to the Act all or part of the wages or fringe benefits due under the Act, the Contracting Officer may, after authorization or by direction of the Department of Labor and written notification to the Contractor, take action to cause suspension of any further payment or advance of funds until such violations have ceased. Additionally, any failure to comply with the requirements of this clause may be grounds for termination for default. In such event, the District may enter into other contracts or arrangements for completion of the work, charging the Contractor in default with any additional cost.

- (k) Subcontracts: The Contractor agrees to insert this clause in all subcontracts.
- (l) Contractor's report:
  - (1) If there is a wage determination attachment to this contract and any classes of service employees not listed on it are to be employed under the contract, the Contractor shall report promptly to the Contracting Officer the wages to be paid and the fringe benefits to be provided each of these classes, when determined under paragraph (c) of this clause.
  - (2) If wages to be paid or fringe benefits to be furnished any service employees under the contract are covered in a collective bargaining agreement effective at any time when the contract is being performed, the Contractor shall provide to the Contracting Officer a copy of the agreement and full information on the application and accrual of wages and benefits (including any prospective increases) to service employees working on the contract. The Contractor shall report when contract performance begins, in the case of agreements then in effect, and shall report subsequently effective agreements, provisions, or amendments promptly after they are negotiated.
- (m) Contractor's Certification: By entering into this contract, the Contractor (and officials thereof) certifies that neither it (nor he or she) nor any person or firm who has a substantial interest in the Contractor's firm is a person or firm ineligible to be awarded District contracts by virtue of the sanctions imposed under section 5 of the Act. No part of this contract shall be subcontracted to any person or firm ineligible for award of a District contract under section 5 of the Act. The penalty for making false statements is prescribed in the U.S. Criminal Code, 18 U.S.C. §1001.
- (n) Variations, tolerances, and exemptions involving employment: Notwithstanding any of the provisions in paragraphs (c) through (l) of this clause, the following employees may be employed in accordance with the following variations, tolerances, and exemptions authorized by the Secretary of Labor.
  - (1)(i) In accordance with regulations issued under Section 14 of the Fair Labor Standards Act of 1938 by the Administrator of the Wage and Hour Division, ESA (29 CFR 520, 521, 524, and 525), apprentices, student learners, and workers whose earning capacity is impaired by age or by physical or mental deficiency or injury, may be employed at wages lower than the minimum wages otherwise required by section 2(a)(1) or 2(b)(1)

of the Service Contract Act, without diminishing any fringe benefits or payments in lieu of these benefits required under section 2(a)(2) of the Act.

- (ii) The Administrator will issue certificates under the Act for employing apprentices, student-learners, handicapped persons, or handicapped clients of sheltered workshops not subject to the Fair Labor Standards Act of 1938, or subject to different minimum rates of pay under the two acts, authorizing appropriate rates of minimum wages, but without changing requirements concerning fringe benefits or supplementary cash payments in lieu of these benefits.
  - (iii) The Administrator may also withdraw, annul, or cancel such certificates under 29 CFR 525 and 528.
- (2) An employee engaged in an occupation in which the employee customarily and regularly receives more than \$30 a month in tips shall be credited by the employer against the minimum wage required by section 2(a)(1) or section 2(b)(1) of the Act, in accordance with regulations in 29 CFR 531. However, the amount of credit shall not exceed 40 percent of the minimum rate specified in section 6(a)(1) of the Fair Labor Standards Act of 1938 as amended.

**25. Cost and Pricing Data:**

- (a) This paragraph and paragraphs b through e below shall apply to contractors or offerors in regards to: (1) any procurement in excess of \$100,000, (2) any contract awarded through competitive sealed proposals, (3) any contract awarded through sole source procurement, or (4) any change order or contract modification. By entering into this contract or submitting this offer, the Contractor or offeror certifies that, to the best of the Contractor's or offeror's knowledge and belief, any cost and pricing data submitted was accurate, complete and current as of the date specified in the contract or offer.
- (b) Unless otherwise provided in the solicitation, the offeror or Contractor shall, before entering into any contract awarded through competitive sealed proposals or through sole source procurement or before negotiating any price adjustments pursuant to a change order or modification, submit cost or pricing data and certification that, to the best of the Contractor's knowledge and belief, the cost or pricing data submitted was accurate, complete, and current as of the date of award of this contract or as of the date of negotiation of the change order or modification.
- (c) If any price, including profit or fee, negotiated in connection with this contract, or any cost reimbursable under this contract, was increased by any significant amount because (1) the Contractor or a subcontractor furnished cost or pricing data that were not complete, accurate, and current as certified by the Contractor, (2) a subcontractor or prospective subcontractor furnished the Contractor cost or pricing data that were not complete, accurate, and current as certified by the Contractor, or (3) any of these parties furnished data of any description that were not accurate, the price or cost shall be reduced accordingly and the contract shall be modified to reflect the reduction.

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- (d) Any reduction in the contract price under paragraph c above due to defective data from a prospective subcontractor that was not subsequently awarded, the subcontract shall be limited to the amount, plus applicable overhead and profit markup, by which (1) the actual subcontract or (2) the actual cost to the Contractor, if there was no subcontract, was less than the prospective subcontract cost estimate submitted by the Contractor; provided that the actual subcontract price was not itself affected by defective cost or pricing data.
- (e) Cost or pricing data includes all facts as of the time of price agreement that prudent buyers and sellers would reasonably expect to affect price negotiations significantly. Cost or pricing data are factual, not judgmental, and are therefore verifiable. While they do not indicate the accuracy of the prospective Contractor's judgment about estimated future costs or projections, cost or pricing data do include the data forming the basis for that judgment. Cost or pricing data are more than historical accounting data; they are all the facts that can be reasonably expected to contribute to the soundness of estimates of future costs and to the validity of determinations of costs already incurred.
- (f) The following specific information should be included as cost or pricing data, as applicable:
  - (1) Vendor quotations;
  - (2) Nonrecurring costs;
  - (3) Information on changes in production methods or purchasing volume;
  - (4) Data supporting projections of business prospects and objectives and related operations costs;
  - (5) Unit – cost trends such as those associated with labor efficiency;
  - (6) Make or buy decisions;
  - (7) Estimated resources to attain business goals;
  - (8) Information on management decisions that could have a significant bearing on costs.
- (g) If the offeror or contractor is required by law to submit cost or pricing data in connection with pricing this contract or any change order or modification of this contract, the Contracting Officer or representatives of the Contracting Officer shall have the right to examine all books, records, documents and other data of the Contractor (including computations and projections) related to negotiating, pricing, or performing the contract, change order or modification, in order to evaluate the accuracy, completeness, and currency of the cost or pricing data. The right of examination shall extend to all documents necessary to permit adequate evaluation of the cost or pricing data submitted, along with the computations and projections used. Contractor shall make available at its office at all reasonable times the materials described above for examination, audit, or reproduction until three years after the later of:
  - (1) final payment under the contract;

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- (2) final termination settlement; or
- (3) the final disposition of any appeals under the disputes clause or of litigation or the settlement of claims arising under or relating to the contract.

**26. Multiyear Contract:**

If this contract is a multiyear contract, then the following provision is made part of this contract:

If funds are not appropriated or otherwise made available for the continued performance in a subsequent year of a multiyear contract, the contract for the subsequent year shall be terminated, either automatically or in accordance with the termination clause of the contract. Unless otherwise provided for in the contract, the effect of termination is to discharge both the District and the Contractor from future performance of the contract, but not from the existing obligations. The Contractor shall be reimbursed for the reasonable value of any non-recurring costs incurred but not amortized in the price of the supplies or services delivered under the contract.

**27. Termination Of Contracts For Certain Crimes And Violations:**

- (a) The District may terminate without liability any contract and may deduct from the contract price or otherwise recover the full amount of any fee, commission, percentage, gift, or consideration paid in violation of this title if:
  - (1) The Contractor has been convicted of a crime arising out of or in connection with the procurement of any work to be done or any payment to be made under the contract; or
  - (2) There has been any breach or violation of:
    - (A) Any provision of the Procurement Practices Act of 1985, as amended, or
    - (B) The contract provision against contingent fees.
- (b) If a contract is terminated pursuant to this section, the Contractor:
  - (1) May be paid only the actual costs of the work performed to the date of termination, plus termination costs, if any; and
  - (2) Shall refund all profits or fixed fees realized under the Contract.
- (c) The rights and remedies contained in this are in addition to any other right or remedy provided by law, and the exercise of any of them is not a waiver of any other right or remedy provided by law.

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REGISTER OF WAGE DETERMINATIONS UNDER  
 THE SERVICE CONTRACT ACT  
 By direction of the Secretary of Labor

U. S. DEPARTMENT OF LABOR  
 EMPLOYMENT STANDARDS ADMINISTRATION  
 WAGE AND HOUR DIVISION  
 WASHINGTON D. C. 20210

Shirley F. Ebbesen Division of  
 Director Wage Determinations

Wage Determination No. : 2005-2103  
 Revision No. : 6  
 Date Of Revision: 05/29/2008

States: District of Columbia, Maryland, Virginia

Area: District of Columbia Statewide  
 Maryland Counties of Calvert, Charles, Frederick, Montgomery, Prince George's, St  
 Mary's  
 Virginia Counties of Alexandria, Arlington, Fairfax, Falls Church, Fauquier, King  
 George, Loudoun, Prince William, Stafford

**\*\*Fringe Benefits Required Follow the Occupational Listing\*\***

OCCUPATION CODE - TITLE	MINIMUM WAGE RATE
01000 - Administrative Support And Clerical Occupations	
01011 - Accounting Clerk I	14.05
01012 - Accounting Clerk II	15.78
01013 - Accounting Clerk III	20.27
01020 - Administrative Assistant	25.95
01040 - Court Reporter	19.46
01051 - Data Entry Operator I	13.07
01052 - Data Entry Operator II	14.26
01060 - Dispatcher, Motor Vehicle	16.79
01070 - Document Preparation Clerk	13.64
01090 - Duplicating Machine Operator	13.64
01111 - General Clerk I	13.92
01112 - General Clerk II	15.32
01113 - General Clerk III	18.74
01120 - Housing Referral Assistant	23.83
01141 - Messenger Courier	11.25
01191 - Order Clerk I	14.74
01192 - Order Clerk II	16.29
01261 - Personnel Assistant (Employment) I	16.90
01262 - Personnel Assistant (Employment) II	18.90
01263 - Personnel Assistant (Employment) III	21.66
01270 - Production Control Clerk	21.29
01280 - Recepti onist	13.18
01290 - Rental Clerk	16.16
01300 - Scheduler, Maintenance	16.16
01311 - Secretary I	17.26
01312 - Secretary II	19.41
01313 - Secretary III	23.83
01320 - Service Order Dispatcher	16.10
01410 - Supply Technician	25.95
01420 - Survey Worker	19.46
01531 - Travel Clerk I	12.59
01532 - Travel Clerk II	13.54
01533 - Travel Clerk III	14.54
01611 - Word Processor I	13.76
01612 - Word Processor II	16.16

01613 - Word Processor III	19.46
05000 - Automotive Service Occupations	
05005 - Automobile Body Repairer, Fiberglass	25.26
05010 - Automotive Electrician	21.37
05040 - Automotive Glass Installer	20.14
05070 - Automotive Worker	20.14
05110 - Mobile Equipment Servicer	17.31
05130 - Motor Equipment Metal Mechanic	22.53
05160 - Motor Equipment Metal Worker	20.14
05190 - Motor Vehicle Mechanic	22.53
05220 - Motor Vehicle Mechanic Helper	16.81
05250 - Motor Vehicle Upholstery Worker	19.66
05280 - Motor Vehicle Wrecker	20.14
05310 - Painter, Automotive	21.37
05340 - Radiator Repair Specialist	20.14
05370 - Tire Repairer	14.43
05400 - Transmission Repair Specialist	22.53
07000 - Food Preparation And Service Occupations	
07010 - Baker	13.18
07041 - Cook I	11.97
07042 - Cook II	13.28
07070 - Dishwasher	9.82
07130 - Food Service Worker	10.66
07210 - Meat Cutter	16.07
07260 - Waiter/Waitress	8.82
09000 - Furniture Maintenance And Repair Occupations	
09010 - Electrostatic Spray Painter	18.05
09040 - Furniture Handler	12.78
09080 - Furniture Refinisher	18.39
09090 - Furniture Refinisher Helper	14.11
09110 - Furniture Repairer, Minor	16.31
09130 - Upholsterer	18.05
11000 - General Services And Support Occupations	
11030 - Cleaner, Vehicles	9.85
11060 - Elevator Operator	9.85
11090 - Gardener	15.70
11122 - Housekeeping Aide	10.89
11150 - Janitor	10.89
11210 - Laborer, Grounds Maintenance	12.07
11240 - Maid or Houseman	10.84
11260 - Pruner	11.37
11270 - Tractor Operator	14.19
11330 - Trail Maintenance Worker	12.07
11360 - Window Cleaner	11.31
12000 - Health Occupations	
12010 - Ambulance Driver	17.69
12011 - Breath Alcohol Technician	18.55
12012 - Certified Occupational Therapist Assistant	21.01
12015 - Certified Physical Therapist Assistant	21.01
12020 - Dental Assistant	16.90
12025 - Dental Hygienist	40.68
12030 - EKG Technician	24.77
12035 - Electroneurodiagnostic Technologist	24.77
12040 - Emergency Medical Technician	18.55
12071 - Licensed Practical Nurse I	18.60
12072 - Licensed Practical Nurse II	20.82
12073 - Licensed Practical Nurse III	22.85
12100 - Medical Assistant	14.23
12130 - Medical Laboratory Technician	18.04
12160 - Medical Record Clerk	16.06
12190 - Medical Record Technician	17.96
12195 - Medical Transcriptionist	17.93
12210 - Nuclear Medicine Technologist	31.82

12221 - Nursing Assistant I	9.75
12222 - Nursing Assistant II	10.96
12223 - Nursing Assistant III	13.02
12224 - Nursing Assistant IV	14.62
12235 - Optical Dispenser	18.34
12236 - Optical Technician	14.41
12250 - Pharmacy Technician	16.31
12280 - Phlebotomist	14.62
12305 - Radiologic Technologist	28.28
12311 - Registered Nurse I	26.73
12312 - Registered Nurse II	31.24
12313 - Registered Nurse II, Specialist	31.24
12314 - Registered Nurse III	37.77
12315 - Registered Nurse III, Anesthetist	37.77
12316 - Registered Nurse IV	45.28
12317 - Scheduler (Drug and Alcohol Testing)	18.85
13000 - Information And Arts Occupations	
13011 - Exhibits Specialist I	18.55
13012 - Exhibits Specialist II	23.33
13013 - Exhibits Specialist III	28.11
13041 - Illustrator I	20.40
13042 - Illustrator II	25.28
13043 - Illustrator III	30.91
13047 - Librarian	28.00
13050 - Library Aide/Clerk	13.77
13054 - Library Information Technology Systems Administrator	25.29
13058 - Library Technician	19.05
13061 - Media Specialist I	17.03
13062 - Media Specialist II	19.05
13063 - Media Specialist III	21.24
13071 - Photographer I	14.67
13072 - Photographer II	17.18
13073 - Photographer III	21.52
13074 - Photographer IV	26.05
13075 - Photographer V	29.15
13110 - Video Teleconference Technician	17.59
14000 - Information Technology Occupations	
14041 - Computer Operator I	17.78
14042 - Computer Operator II	19.88
14043 - Computer Operator III	22.17
14044 - Computer Operator IV	24.64
14045 - Computer Operator V	27.28
14071 - Computer Programmer I (1)	23.12
14072 - Computer Programmer II (1)	
14073 - Computer Programmer III (1)	
14074 - Computer Programmer IV (1)	
14101 - Computer Systems Analyst I (1)	
14102 - Computer Systems Analyst II (1)	
14103 - Computer Systems Analyst III (1)	
14150 - Peripheral Equipment Operator	17.78
14160 - Personal Computer Support Technician	24.64
15000 - Instructional Occupations	
15010 - Aircrew Training Devices Instructor (Non-Rated)	34.77
15020 - Aircrew Training Devices Instructor (Rated)	42.72
15030 - Air Crew Training Devices Instructor (Pilot)	50.81
15050 - Computer Based Training Specialist / Instructor	31.26
15060 - Educational Technologist	30.88
15070 - Flight Instructor (Pilot)	50.81
15080 - Graphic Artist	26.80
15090 - Technical Instructor	23.87
15095 - Technical Instructor/Course Developer	29.19
15110 - Test Proctor	19.22
15120 - Tutor	19.22

16000 - Laundry, Dry-Cleaning, Pressing And Related Occupations	
16010 - Assembler	9.29
16030 - Counter Attendant	9.29
16040 - Dry Cleaner	12.21
16070 - Finisher, Flatwork, Machine	9.29
16090 - Presser, Hand	9.29
16110 - Presser, Machine, Drycleaning	9.29
16130 - Presser, Machine, Shirts	9.29
16160 - Presser, Machine, Wearing Apparel, Laundry	9.29
16190 - Sewing Machine Operator	12.79
16220 - Tailor	13.57
16250 - Washer, Machine	10.16
19000 - Machine Tool Operation And Repair Occupations	
19010 - Machine-Tool Operator (Tool Room)	18.95
19040 - Tool And Die Maker	23.05
21000 - Materials Handling And Packing Occupations	
21020 - Forklift Operator	17.90
21030 - Material Coordinator	21.29
21040 - Material Expediter	21.29
21050 - Material Handling Laborer	12.65
21071 - Order Filler	13.87
21080 - Production Line Worker (Food Processing)	17.90
21110 - Shipping Packer	14.46
21130 - Shipping/Receiving Clerk	14.46
21140 - Store Worker I	10.91
21150 - Stock Clerk	15.70
21210 - Tools And Parts Attendant	17.90
21410 - Warehouse Specialist	17.90
23000 - Mechanics And Maintenance And Repair Occupations	
23010 - Aerospace Structural Welder	25.68
23021 - Aircraft Mechanic I	24.46
23022 - Aircraft Mechanic II	25.68
23023 - Aircraft Mechanic III	26.97
23040 - Aircraft Mechanic Helper	16.61
23050 - Aircraft, Painter	23.42
23060 - Aircraft Servicer	18.71
23080 - Aircraft Worker	19.90
23110 - Appliance Mechanic	20.60
23120 - Bicycle Repairer	14.43
23125 - Cable Splicer	24.98
23130 - Carpenter, Maintenance	20.88
23140 - Carpet Layer	19.33
23160 - Electrician, Maintenance	26.56
23181 - Electronics Technician Maintenance I	22.73
23182 - Electronics Technician Maintenance II	24.13
23183 - Electronics Technician Maintenance III	25.42
23260 - Fabric Worker	18.04
23290 - Fire Alarm System Mechanic	21.46
23310 - Fire Extinguisher Repairer	16.50
23311 - Fuel Distribution System Mechanic	22.81
23312 - Fuel Distribution System Operator	19.38
23370 - General Maintenance Worker	21.17
23380 - Ground Support Equipment Mechanic	24.46
23381 - Ground Support Equipment Servicer	18.71
23382 - Ground Support Equipment Worker	19.90
23391 - Gunsmith I	16.63
23392 - Gunsmith II	19.33
23393 - Gunsmith III	21.62
23410 - Heating, Ventilation And Air-Conditioning Mechanic	22.21
23411 - Heating, Ventilation And Air Contditi oning Mechanic (Research Facility)	
24.37	
23430 - Heavy Equipment Mechanic	21.46
23440 - Heavy Equipment Operator	21.46

23460	- Instrument Mechanic	21.62
23465	- Laboratory/Shelter Mechanic	20.52
23470	- Laborer	14.27
23510	- Locksmith	19.76
23530	- Machinery Maintenance Mechanic	21.77
23550	- Machinist, Maintenance	21.62
23580	- Maintenance Trades Helper	15.10
23591	- Metrology Technician I	21.62
23592	- Metrology Technician II	22.78
23593	- Metrology Technician III	23.89
23640	- Millwright	25.63
23710	- Office Appliance Repairer	21.63
23760	- Painter, Maintenance	20.52
23790	- Pipefitter, Maintenance	23.19
23810	- Plumber, Maintenance	20.99
23820	- Pneumatic Systems Mechanic	21.62
23850	- Rigger	21.62
23870	- Scale Mechanic	19.33
23890	- Sheet-Metal Worker, Maintenance	21.62
23910	- Small Engine Mechanic	20.05
23931	- Telecommunications Mechanic I	27.74
23932	- Telecommunications Mechanic II	29.24
23950	- Telephone Lineman	26.38
23960	- Welder, Combination, Maintenance	21.62
23965	- Well Driller	21.62
23970	- Woodcraft Worker	21.62
23980	- Woodworker	16.63
24000	- Personal Needs Occupations	
24570	- Child Care Attendant	11.63
24580	- Child Care Center Clerk	16.15
24610	- Chore Aide	10.00
24620	- Family Readiness And Support Services Coordinator	14.25
24630	- Homemaker	16.75
25000	- Plant And System Operations Occupations	
25010	- Boiler Tender	26.10
25040	- Sewage Plant Operator	20.23
25070	- Stationary Engineer	26.10
25190	- Ventilation Equipment Tender	18.37
25210	- Water Treatment Plant Operator	20.23
27000	- Protective Service Occupations	
27004	- Alarm Monitor	19.43
27007	- Baggage Inspector	12.66
27008	- Corrections Officer	21.30
27010	- Court Security Officer	23.26
27030	- Detection Dog Handler	19.43
27040	- Detention Officer	21.30
27070	- Firefighter	22.39
27101	- Guard I	12.66
27102	- Guard II	19.43
27131	- Police Officer I	24.58
27132	- Police Officer II	28.24
28000	- Recreation Occupations	
28041	- Carnival Equipment Operator	13.59
28042	- Carnival Equipment Repairer	14.63
28043	- Carnival Equipment Worker	9.24
28210	- Gate Attendant/Gate Tender	13.01
28310	- Lifeguard	11.59
28350	- Park Attendant (Aide)	14.56
28510	- Recreation Aide/Health Facility Attendant	10.62
28515	- Recreation Specialist	18.04
28630	- Sports Official	11.59
28690	- Swimming Pool Operator	18.21
29000	- Stevedoring/Longshoremen Occupational Services	

29010 - Blocker And Bracer	22.60
29020 - Hatch Tender	22.60
29030 - Line Handler	22.60
29041 - Stevedore I	20.82
29042 - Stevedore II	23.68
30000 - Technical Occupations	
30010 - Air Traffic Control Specialist, Center (HFO) (2)	36.27
30011 - Air Traffic Control Specialist, Station (HFO) (2)	25.01
30012 - Air Traffic Control Specialist, Terminal (HFO) (2)	27.54
30021 - Archeological Technician I	17.82
30022 - Archeological Technician II	19.87
30023 - Archeological Technician III	25.95
30030 - Cartographic Technician	25.95
30040 - Civil Engineering Technician	23.78
30061 - Drafter/CAD Operator I	18.72
30062 - Drafter/CAD Operator II	20.94
30063 - Drafter/CAD Operator III	24.60
30064 - Drafter/CAD Operator IV	30.26
30081 - Engineering Technician I	20.95
30082 - Engineering Technician II	23.53
30083 - Engineering Technician III	26.31
30084 - Engineering Technician IV	32.61
30085 - Engineering Technician V	39.88
30086 - Engineering Technician VI	48.25
30090 - Environmental Technician	23.50
30210 - Laboratory Technician	22.36
30240 - Mathematical Technician	28.94
30361 - Paralegal/Legal Assistant I	20.71
30362 - Paralegal/Legal Assistant II	25.69
30363 - Paralegal/Legal Assistant III	31.38
30364 - Paralegal/Legal Assistant IV	37.97
30390 - Photo-Optics Technician	27.33
30461 - Technical Writer I	21.27
30462 - Technical Writer II	25.98
30463 - Technical Writer III	31.44
30491 - Unexploded Ordnance (UXO) Technician I	23.05
30492 - Unexploded Ordnance (UXO) Technician II	27.89
30493 - Unexploded Ordnance (UXO) Technician III	33.43
30494 - Unexploded (UXO) Safety Escort	23.05
30495 - Unexploded (UXO) Sweep Personnel	23.05
30620 - Weather Observer, Combined Upper Air Or Surface Programs (2)	24.35
30621 - Weather Observer, Senior (2)	26.38
31000 - Transportation/Mobile Equipment Operation Occupations	
31020 - Bus Aide	12.50
31030 - Bus Driver	18.19
31043 - Driver Courier	12.71
31260 - Parking and Lot Attendant	9.53
31290 - Shuttle Bus Driver	14.69
31310 - Taxi Driver	13.98
31361 - Truckdriver, Light	14.69
31362 - Truckdriver, Medium	17.18
31363 - Truckdriver, Heavy	18.42
31364 - Truckdriver, Tractor-Trailer	18.42
99000 - Miscellaneous Occupations	
99030 - Cashier	10.03
99050 - Desk Clerk	11.11
99095 - Embalmer	23.05
99251 - Laboratory Animal Caretaker I	10.47
99252 - Laboratory Animal Caretaker II	11.73
99310 - Mortician	29.98
99410 - Pest Controller	15.13
99510 - Photofinishing Worker	11.59
99710 - Recycling Laborer	16.51

99711 - Recycling Specialist	20.27
99730 - Refuse Collector	14.64
99810 - Sales Clerk	11.87
99820 - School Crossing Guard	12.51
99830 - Survey Party Chief	21.61
99831 - Surveying Aide	13.43
99832 - Surveying Technician	20.54
99840 - Vending Machine Attendant	13.68
99841 - Vending Machine Repairer	17.76
99842 - Vending Machine Repairer Helper	13.68

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ALL OCCUPATIONS LISTED ABOVE RECEIVE THE FOLLOWING BENEFITS:

HEALTH & WELFARE: \$3.24 per hour or \$129.60 per week or \$561.60 per month

VACATION: 2 weeks paid vacation after 1 year of service with a contractor or successor; 3 weeks after 5 years, and 4 weeks after 15 years. Length of service includes the whole span of continuous service with the present contractor or successor, wherever employed, and with the predecessor contractors in the performance of similar work at the same Federal facility. (Reg. 29 CFR 4.173)

HOLIDAYS: A minimum of ten paid holidays per year, New Year's Day, Martin Luther King Jr's Birthday, Washington's Birthday, Memorial Day, Independence Day, Labor Day, Columbus Day, Veterans' Day, Thanksgiving Day, and Christmas Day. (A contractor may substitute for any of the named holidays another day off with pay in accordance with a plan communicated to the employees involved.) (See 29 CFR 4174)

THE OCCUPATIONS WHICH HAVE PARENTHESES AFTER THEM RECEIVE THE FOLLOWING BENEFITS (as numbered):

1) Under the SCA at section 8(b), this wage determination does not apply to any employee who individually qualifies as a bona fide executive, administrative, or professional employee as defined in 29 C.F.R. Part 541. Because most Computer System Analysts and Computer Programmers who are compensated at a rate not less than \$27.63 (or on a salary or fee basis at a rate not less than \$455 per week) an hour would likely qualify as exempt computer professionals, (29 C.F.R. 541.400) wage rates may not be listed on this wage determination for all occupations within those job families. In addition, because this wage determination may not list a wage rate for some or all occupations within those job families if the survey data indicates that the prevailing wage rate for the occupation equals or exceeds \$27.63 per hour conformances may be necessary for certain nonexempt employees. For example, if an individual employee is nonexempt but nevertheless performs duties within the scope of one of the Computer Systems Analyst or Computer Programmer occupations for which this wage determination does not specify an SCA wage rate, then the wage rate for that employee must be conformed in accordance with the conformance procedures described in the conformance note included on this wage determination.

Additionally, because job titles vary widely and change quickly in the computer industry, job titles are not determinative of the application of the computer professional exemption. Therefore, the exemption applies only to computer employees who satisfy the compensation requirements and whose primary duty consists of:

(1) The application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software or system functional specifications;

(2) The design, development, documentation, analysis, creation, testing or modification of computer systems or programs, including prototypes, based on and related to user or system design specifications;

(3) The design, documentation, testing, creation or modification of computer programs related to machine operating systems; or

(4) A combination of the aforementioned duties, the performance of which requires the same level of skills. (29 C.F.R. 541.400).

2) AIR TRAFFIC CONTROLLERS AND WEATHER OBSERVERS - NIGHT PAY & SUNDAY PAY: If you work at night as part of a regular tour of duty, you will earn a night differential and receive an additional 10% of basic pay for any hours worked between 6pm and 6am. If you are a full-time employed (40 hours a week) and Sunday is part of your regularly scheduled workweek, you are paid at your rate of basic pay plus a Sunday premium of 25% of your basic rate for each hour of Sunday work which is not overtime (i.e. occasional work on Sunday outside the normal tour of duty is considered overtime work).

HAZARDOUS PAY DIFFERENTIAL: An 8 percent differential is applicable to employees employed in a position that represents a high degree of hazard when working with or in close proximity to ordnance, explosives, and incendiary materials. This includes work such as screening, blending, dying, mixing, and pressing of sensitive ordnance, explosives, and pyrotechnic compositions such as lead azide, black powder and photoflash powder. All dry-house activities involving propellants or explosives. Demilitarization, modification, renovation, demolition, and maintenance operations on sensitive ordnance, explosives and incendiary materials. All operations involving regrading and cleaning of artillery ranges.

A 4 percent differential is applicable to employees employed in a position that represents a low degree of hazard when working with, or in close proximity to ordnance, (or employees possibly adjacent to) explosives and incendiary materials which involves potential injury such as laceration of hands, face, or arms of the employee engaged in the operation, irritation of the skin, minor burns and the like; minimal damage to immediate or adjacent work area or equipment being used. All operations involving unloading, storage, and hauling of ordnance, explosive, and incendiary ordnance material other than small arms ammunition. These differentials are only applicable to work that has been specifically designated by the agency for ordnance, explosives, and incendiary material differential pay.

\*\* UNIFORM ALLOWANCE \*\*

If employees are required to wear uniforms in the performance of this contract (either by the terms of the Government contract, by the employer, by the state or local law, etc.), the cost of furnishing such uniforms and maintaining (by laundering or dry cleaning) such uniforms is an expense that may not be borne by an employee where such cost reduces the hourly rate below that required by the wage determination. The Department of Labor will accept payment in accordance with the following standards as compliance:

The contractor or subcontractor is required to furnish all employees with an adequate number of uniforms without cost or to reimburse employees for the actual cost of the uniforms. In addition, where uniform cleaning and maintenance is made the responsibility of the employee, all contractors and subcontractors subject to this wage determination shall (in the absence of a bona fide collective bargaining agreement providing for a different amount, or the furnishing of contrary affirmative proof as to the actual cost), reimburse all employees for such cleaning and maintenance at a rate of \$3.35 per week (or \$.67 cents per day). However, in those instances where the uniforms furnished are made of "wash and wear" materials, may be routinely washed and dried with other personal garments, and do not require any special treatment such as dry cleaning, daily washing, or commercial laundering in order to meet the cleanliness or appearance standards set by the terms of the Government contract, by the contractor, by law, or by the nature of the work, there is no requirement that employees be reimbursed for uniform maintenance costs.

The duties of employees under job titles listed are those described in the "Service Contract Act Directory of Occupations", Fifth Edition, April 2006,

Attachment J 2 U S Department of Labor Wage Determination No 2005-2103 Revision No 06 dated May 29 2008 unless otherwise indicated. Copies of the Directory are available on the Internet. A link to the Directory may be found on the WHD home page at <http://www.dol.gov/esa/whd/> or through the Wage Determinations On-Line (WDOL) Web site at <http://wdol.gov/>.

REQUEST FOR AUTHORIZATION OF ADDITIONAL CLASSIFICATION AND WAGE RATE {Standard Form 1444 (SF 1444)}

Conformance Process:

The contracting officer shall require that any class of service employee which is not listed herein and which is to be employed under the contract (i.e., the work to be performed is not performed by any classification listed in the wage determination), be classified by the contractor so as to provide a reasonable relationship (i.e., appropriate level of skill comparison) between such unlisted classifications and the classifications listed in the wage determination. Such conformed classes of employees shall be paid the monetary wages and furnished the fringe benefits as are determined. Such conforming process shall be initiated by the contractor prior to the performance of contract work by such unlisted class(es) of employees. The conformed classification, wage rate, and/or fringe benefits shall be retroactive to the commencement date of the contract. {See Section 4.6 (C)(vi)} When multiple wage determinations are included in a contract, a separate SF 1444 should be prepared for each wage determination to which a class(es) is to be conformed.

The process for preparing a conformance request is as follows:

- 1) When preparing the bid, the contractor identifies the need for a conformed (occupation) and computes a proposed rate).
- 2) After contract award, the contractor prepares a written report listing in order proposed classification title), a Federal grade equivalency (FGE) for each proposed classification), job description), and rationale for proposed wage rate), including information regarding the agreement or disagreement of the authorized representative of the employees involved, or where there is no authorized representative, the employees themselves. This report should be submitted to the contracting officer no later than 30 days after such unlisted class(es) of employees performs any contract work.
- 3) The contracting officer reviews the proposed action and promptly submits a report of the action, together with the agency's recommendations and pertinent information including the position of the contractor and the employees, to the Wage and Hour Division, Employment Standards Administration, U.S. Department of Labor, for review. (See section 4.6(b)(2) of Regulations 29 CFR Part 4).
- 4) Within 30 days of receipt, the Wage and Hour Division approves, modifies, or disapproves the action via transmittal to the agency contracting officer, or notifies the contracting officer that additional time will be required to process the request.
- 5) The contracting officer transmits the Wage and Hour decision to the contractor.
- 6) The contractor informs the affected employees.

Information required by the Regulations must be submitted on SF 1444 or bond paper.

When preparing a conformance request, the "Service Contract Act Directory of Occupations" (the Directory) should be used to compare job definitions to insure that duties requested are not performed by a classification already listed in the wage determination. Remember, it is not the job title, but the required tasks that determine whether a class is included in an established wage determination. Conformances may not be used to artificially split, combine, or subdivide classifications listed in the wage determination.



# YOUR LETTERHEAD

## EQUAL EMPLOYMENT OPPORTUNITY (EEO) POLICY STATEMENT

\_\_\_\_\_ SHALL NOT DISCRIMINATE AGAINST ANY EMPLOYEE OR APPLICANT FOR EMPLOYMENT BECAUSE OF RACE, COLOR, RELIGION, NATIONAL ORIGIN, SEX, AGE, MARITAL STATUS, PERSONAL APPEARANCE, SEXUAL ORIENTATION, FAMILY RESPONSIBILITIES, MATRICULATION, POLITICAL AFFILIATION, OR PHYSICAL HANDICAP.

\_\_\_\_\_ AGREES TO AFFIRMATIVE ACTION TO ENSURE THAT APPLICANTS ARE EMPLOYED, AND THAT EMPLOYEES ARE TREATED DURING EMPLOYMENT, WITHOUT REGARD TO THEIR RACE, COLOR, RELIGION, NATIONAL ORIGIN, SEX, AGE, MARITAL STATUS, PERSONAL APPEARANCE, SEXUAL ORIENTATION, FAMILY RESPONSIBILITIES, MATRICULATION, POLITICAL AFFILIATION, OR PHYSICAL HANDICAP. THE AFFIRMATIVE ACTION SHALL INCLUDE, BUT NOT BE LIMITED TO THE FOLLOWING: (A) EMPLOYMENT, UPGRADING, OR TRANSFER; (B) RECRUITMENT OR RECRUITMENT ADVERTISING; (C) DEMOTION, LAYOFF, OR TERMINATION; (D) RATES OF PAY, OR OTHER FORMS OF COMPENSATION; AND (E) SELECTION FOR TRAINING AND APPRENTICESHIP.

\_\_\_\_\_ AGREES TO POST IN CONSPICUOUS PLACES THE PROVISIONS CONCERNING NON-DISCRIMINATION AND AFFIRMATIVE ACTION.

\_\_\_\_\_ SHALL STATE THAT ALL QUALIFIED APPLICANTS WILL RECEIVE CONSIDERATION FOR EMPLOYMENT PURSUANT TO SUBSECTION 1103.2 THROUGH 1103.10 OF MAYOR'S ORDER 85-85; "EQUAL EMPLOYMENT OPPORTUNITY REQUIREMENTS IN CONTRACTS."

\_\_\_\_\_ AGREES TO PERMIT ACCESS TO ALL BOOKS PERTAINING TO ITS EMPLOYMENT PRACTICES, AND TO REQUIRE EACH SUBCONTRACTOR TO PERMIT ACCESS TO BOOKS AND RECORDS.

\_\_\_\_\_ AGREES TO COMPLY WITH ALL GUIDELINES FOR EQUAL EMPLOYMENT OPPORTUNITY APPLICABLE IN THE DISTRICT OF COLUMBIA.

\_\_\_\_\_ SHALL INCLUDE IN EVERY SUBCONTRACT THE EQUAL OPPORTUNITY CLAUSES, SUBSECTION 1103.2 THROUGH 1103.10 SO THAT SUCH PROVISIONS SHALL BE BINDING UPON EACH SUBCONTRACTOR OR VENDOR.

\_\_\_\_\_  
AUTHORIZED OFFICIAL AND TITLE

\_\_\_\_\_  
AUTHORIZED SIGNATURE

\_\_\_\_\_  
FIRM/ORGANIZATION NAME

\_\_\_\_\_  
DATE

# YOUR LETTERHEAD

## ASSURANCE OF COMPLIANCE WITH EQUAL EMPLOYMENT OPPORTUNITY REQUIREMENTS

MAYOR'S ORDER 85-85, EFFECTIVE JUNE 10, 1985, AND THE RULES IMPLEMENTING MAYORS ORDER 85-85, 33 DCR 4952, (PUBLISHED AUGUST 15, 1986), "ON COMPLIANCE WITH EQUAL OPPORTUNITY REQUIREMENTS IN DISTRICT GOVERNMENT CONTRACTS," ARE HEREBY INCLUDED AS PART OF THIS BID/PROPOSAL. THEREFORE, EACH BIDDER/OFFEROR SHALL INDICATE BELOW THEIR WRITTEN COMMITMENT TO ASSURE COMPLIANCE WITH MAYOR'S ORDER 85-85 AND THE IMPLEMENTING RULES. FAILURE TO COMPLY WITH THE SUBJECT MAYOR'S ORDER AND THE IMPLEMENTING RULES SHALL RESULT IN REJECTION OF THE RESPECTIVE BID/PROPOSAL.

I, \_\_\_\_\_, THE AUTHORIZED REPRESENTATIVE OF \_\_\_\_\_, HEREINAFTER REFERRED TO AS "THE CONTRACTOR," CERTIFY THT THE CONTRATOR IS FULLY AWARE OF ALL OF THE PROVISIONS OF MAYOR'S ORDER 85-85, EFFECTIVE JUNE 10, 1985, AND OF THE RULES IMPLEMENTING MAYOR'S ORDER 85-85, 33 DCR 4952. I FURTHER CERTIFY AND ASSURE THAT THE CONTRACTOR WILL FULLY COMPLY WITH ALL APPLICABLE PROVISIONS OF THE MAYOR'S ORDER AND IMPLEMENTING RULES IF AWARDED THE D.C. GOVERNMENT REFERENCED BY THE CONTRACT NUMBER ENTERED BELOW. FURTHER, THE CONTRACTOR ACKNOWLEDGES AND UNDERSTANDS THAT THE AWARD OF SAID CONTRACT AND ITS CONTINUATION ARE SPECIFICALLY CONDITIONED UPON THE CONTRACTOR'S COMPLIANCE WITH THE ABOVE-CITED ORDER AND RULES.

\_\_\_\_\_  
CONTRACTOR

\_\_\_\_\_  
NAME

\_\_\_\_\_  
SIGNATURE

\_\_\_\_\_  
TITLE

\_\_\_\_\_  
CONTRACT NUMBER

\_\_\_\_\_  
DATE

# EQUAL EMPLOYMENT OPPORTUNITY EMPLOYER INFORMATION REPORT

GOVERNMENT OF THE DISTRICT OF COLUMBIA DC Office of Contracting and Procurement Employer Information Report (EEO)	Reply to: Office of Contracting and Procurement 441 4 <sup>th</sup> Street, NW, Suite 700 South Washington, DC 20001
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**Instructions:**  
 Two (2) copies of DAS 84-404 or Federal Form EEO-1 shall be submitted to the Office of Contracting and Procurement.  
 One copy shall be retained by the Contractor.

## Section A – TYPE OF REPORT

1. Indicate by marking in the appropriate box the type of reporting unit for which this copy of the form is submitted (MARK ONLY ONE BOX)

Single Establishment Employer (1) <input type="checkbox"/> Single-establishment Employer Report	Multi-establishment Employer: (2) <input type="checkbox"/> Consolidated Report (3) <input type="checkbox"/> Headquarters Report (4) <input type="checkbox"/> Individual Establishment Report (submit one for each establishment with 25 or more employees) (5) <input type="checkbox"/> Special Report
--	--

1. Total number of reports being filed by this Company. \_\_\_\_\_

## Section B – COMPANY IDENTIFICATION *(To be answered by all employers)*

1. Name of Company which owns or controls the establishment for which this report is filed	OFFICIAL USE ONLY
--	-------------------------

Address (Number and street)	City or Town	Country	State	Zip Code	b.
-----------------------------	--------------	---------	-------	----------	----

b. Employer Identification No.	<input type="checkbox"/>								
--------------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

2. Establishment for which this report is filed.	OFFICIAL USE ONLY
--	-------------------------

a. Name of establishment	c.
--------------------------	----

Address (Number and street)	City or Town	Country	State	Zip Code	d.
-----------------------------	--------------	---------	-------	----------	----

b. Employer Identification No.	<input type="checkbox"/>								
--------------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

3. Parent of affiliated Company

a. Name of parent or affiliated Company	b. Employer Identification No.	<input type="checkbox"/>					
---	--------------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

Address (Number and Street)	City or Town	Country	State	Zip Code
-----------------------------	--------------	---------	-------	----------

## Section C - ESTABLISHMENT INFORMATION

1. Is the location of the establishment the same as that reported last year? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Did not report last year <input type="checkbox"/> Report on combined basis	2. Is the major business activity at this establishment the same as that reported last year? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> No report last year <input type="checkbox"/> Reported on combined basis	OFFICIAL USE ONLY
--	---	-------------------------

2. What is the major activity of this establishment? (Be specific, i.e., manufacturing steel castings, retail grocer, wholesale plumbing supplies, title insurance, etc. Include the specific type of product or service provided, as well as the principal business or industrial activity.	e.
--	----

3. MINORITY GROUP MEMBERS: Indicate if you are a minority business enterprise (50% owned or 51% controlled by minority members).  <div style="text-align: center;"> <input type="checkbox"/> Yes   <input type="checkbox"/> No                 </div>	
---	--

**SECTION D – EMPLOYMENT DATA**

Employment at this establishment – Report all permanent, temporary, or part-time employees including apprentices and on-the-job trainees unless specifically excluded as set forth in the instructions. Enter the appropriate figures on all lines and in all columns. Blank spaces will be considered as zero. *In columns 1, 2, and 3, include ALL employees in the establishment including those in minority groups*

JOB CATEGORIES	TOTAL EMPLOYEES IN ESTABLISHMENT			MINORITY GROUP EMPLOYEES								
	Total Employees Including Minorities (1)	Total Male Including Minorities (2)	Total Female Including Minorities (3)	MALE				FEMALE				
				Black (4)	Oriental (5)	American Indian (6)	Spanish Surname American (7)	Black (8)	Oriental (9)	American Indian (10)	Spanish Surname American (11)	
Officials and Managers												
Professionals												
Technicians												
Sales Workers												
Office and Clerical												
Craftsman (Skilled)												
Operative (Semi-Skilled)												
Laborers (Unskilled)												
Service Workers												
TOTAL												
Total employ reported in previous report												

(The trainee below should also be included in the figures for the appropriate occupation categories above)

Formal On-The-Job Trainee	White collar	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
	Production											

1. How was information as to race or ethnic group in Section D obtained?  
 a.  Visual Survey                      c.  Other Specify \_\_\_\_\_  
 b.  Employment Record
2. Dates of payroll period used \_\_\_\_\_  
 3. Pay period of last report submitted for this establishment. \_\_\_\_\_

Section E – REMARKS Use this Item to give any identification data appearing on last report which differs from that given above, explain major changes in composition or reporting units, and other pertinent information.

**Section F - CERTIFICATION**

- Check One 1.  All reports are accurate and were prepared in accordance with the instructions (check on consolidated only)  
 2.  This report is accurate and was prepared in accordance with the instructions.

Name of Authorized Official	Title	Signature	Date
Name of person contact regarding This report (Type of print)	Address (Number and street)		
Title	City and State	Zip Code	Telephone Number Extension

INFORMATION CITED HEREIN SHALL BE HELD IN CONFIDENCE.

DEPARTMENT OF HUMAN RIGHTS AND LOCAL BUSINESS DEVELOPMENT  
CONTRACT COMPLIANCE UNIT

SUBCONTRACT SUMMARY FORM

This SUMMARY form is to be completed by the PRIME contractor.

BID NO.: \_\_\_\_\_ CCB NUMBER: \_\_\_\_\_ of \_\_\_\_\_ pages

\*NOTE: The standard for minority subcontracting is 25% of the TOTAL contract dollar amount to be subcontracted.

AMOUNT OF PRIME CONTRACT: \$ \_\_\_\_\_  
AMOUNT OF ALL SUBCONTRACTS: \$ \_\_\_\_\_ equals \_\_\_\_\_% OF THE PRIME CONTRACT.

NAME OF PRIME CONTRACTOR: \_\_\_\_\_ ADDRESS: \_\_\_\_\_

TELEPHONE NO. \_\_\_\_\_

PROJECT NAME: \_\_\_\_\_ PROJECT DESCRIPTIONS: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

WARD NO.: \_\_\_\_\_

SECTION II LIST ALL SUBCONTRACTORS THAT WILL BE UTILIZED ON THE ABOVE PROJECT

1. NAME OF SUBCONTRACTOR 2. ADDRESS 3. CONTACT PERSON 4. MBOC CERT. NO.                      5. PHONE NO.	1. IS THIS A *MINORITY SUB? ____ YES ____ NO 2. TRADE OR BUSINESS PRODUCT THAT SUB WILL PROVIDE.	1. \$ AMOUNT OF SUBCONTRACT equals( = ) 2. _____% (percent) OF TOTAL PRIME CONTRACT.
1. _____ 2. _____ 3. _____ 4. _____                      5. _____	1. MINORITY SUBCONTRACTOR ____ YES ____ NO 2. _____	1. \$ _____ equals( = ) 2. _____%
1. _____ 2. _____ 3. _____ 4. _____                      5. _____	1. MINORITY SUBCONTRACTOR ____ YES ____ NO 2. _____	1. \$ _____ equals( = ) 2. _____%
1. _____ 2. _____ 3. _____ 4. _____                      5. _____	1. MINORITY SUBCONTRACTOR ____ YES ____ NO 2. _____	1. \$ _____ equals( = ) 2. _____%
1. _____ 2. _____ 3. _____ 4. _____                      5. _____	1. MINORITY SUBCONTRACTOR ____ YES ____ NO 2. _____	1. \$ _____ equals( = ) 2. _____%
1. _____ 2. _____ 3. _____ 4. _____                      5. _____	1. MINORITY SUBCONTRACTOR ____ YES ____ NO 2. _____	1. \$ _____ equals( = ) 2. _____%
1. _____ 2. _____ 3. _____ 4. _____                      5. _____	1. MINORITY SUBCONTRACTOR ____ YES ____ NO 2. _____	1. \$ _____ equals( = ) 2. _____%
1. _____ 2. _____ 3. _____ 4. _____                      5. _____	1. MINORITY SUBCONTRACTOR ____ YES ____ NO 2. _____	1. \$ _____ equals( = ) 2. _____%
1. _____ 2. _____ 3. _____ 4. _____                      5. _____	1. MINORITY SUBCONTRACTOR ____ YES ____ NO 2. _____	1. \$ _____ equals( = ) 2. _____%
1. _____ 2. _____ 3. _____ 4. _____                      5. _____	1. MINORITY SUBCONTRACTOR ____ YES ____ NO 2. _____	1. \$ _____ equals( = ) 2. _____%
1. _____ 2. _____ 3. _____ 4. _____                      5. _____	1. MINORITY SUBCONTRACTOR ____ YES ____ NO 2. _____	1. \$ _____ equals( = ) 2. _____%
1. _____ 2. _____ 3. _____ 4. _____                      5. _____	1. MINORITY SUBCONTRACTOR ____ YES ____ NO 2. _____	1. \$ _____ equals( = ) 2. _____%

TOTAL DOLLAR AMOUNT SUBCONTRACTED TO \*MINORITY BUSINESS ENTERPRISES. \$ \_\_\_\_\_

PERCENT OF PRIME CONTRACT. \_\_\_\_\_%

\*D.C. LAW 1-95, as amended, defines a MINORITY BUSINESS ENTERPRISE as a business of which more than 50% is owned by members of a minority, and of which more than 50% of the net profit or loss accrues to members of a minority.

SOLICITATION NO: \_\_\_\_\_

**PROJECTED GOALS AND TIMETABLES FOR FUTURE HIRING**

MINORITY GROUP EMPLOYEES GOALS								TIMETABLES	
JOB CATEGORIES	MALE				FEMALE				
	BLACK	ASIAN	AMERICAN INDIAN	HISPANIC	BLACK	ASIAN	AMERICAN INDIAN	HISPANIC	
OFFICIALS & MANAGERS									
PROFESSIONALS									
TECHNICIANS									
SALES WORKERS									
OFFICE AND CLERICAL									
CRAFTSMANS (SKILLELD)									
OPERATIVE (SEMI-SKILLED)									
LABORERS (UNSKILLED)									
SERVICE WORKERS									
TOTALS									
NAME OF AUTHORIZED OFFICIAL:				TITLE:				SIGNATURE:	
FIRM NAME:						TELEPHONE NO:		DATE:	
INDICATE IF THE PRIME UTILIZES A <u>“MINORITY FINANCIAL INSTITUTION”</u> _____ Yes      _____ No  NAME:  ADDRESS:  TYPE OF ACCOUNT/S:									

**District of Columbia Register**  
**GOVERNMENT OF THE DISTRICT OF COLUMBIA**

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**ADMINISTRATIVE ISSUANCE SYSTEM**

SUBJECT: Compliance with Equal Opportunity Obligations in Contracts

ORIGINATING AGENCY: Office of the Mayor

By virtue of the authority vested in me as Mayor of the District of Columbia by Section 422 of the District of Columbia self-government and Government Reorganization Act of 1973 as amended, D.C. Code section 1-242 (1981-Ed.), it is hereby ORDERED that Commissioner's Order No. 73-51, dated February 28, 1973, is hereby rescinded and reissued in its entirety to read as follows:

1. Establishment of Policy: There is established a policy of the District of Columbia Government to:
  - (a) provide equal opportunity in employment for all persons with respect to any contract by and with the Government of the District of Columbia.
  - (b) prohibit discrimination in employment because of race, color, religion, national origin, sex, age, marital status, personal appearance, sexual orientation, family responsibilities, matriculation, political affiliation, or physical handicap;
  - (c) provide equal opportunity to all persons for participation in all District of Columbia Government contracts, including but not limited to lease agreements, Industrial Revenue Bond financing, and Urban Development Action grants;
  - (d) provide equal opportunity to minority business enterprises in the performance of District of Columbia Government contracts in accordance with Mayor's Orders, District of Columbia laws, and rules and regulations promulgated by the Minority Business Opportunity Commission; and
  - (e) promote the full realization of equal employment through affirmative, continuing programs by contractors and subcontractors in the performance of contracts with the District of Columbia Government.
2. Delegation of Authority: The Director of the Office of Human Rights (hereinafter "Director") is delegated the authority vested in the Mayor to implement the provisions of this order as set forth herein, and any rules, regulations, guidelines, and procedures adopted pursuant thereto.
3. Responsibilities: The Director of the Office of Human Rights shall be responsible for establishing and ensuring agency compliance with the policy set forth in this Order, any rules, regulations, and procedures that may be adopted by the Office of Human Rights pursuant to this Order, and any other equal opportunity provisions as may be added as a part of any contract.
4. Powers and Duties: The Director of the Office of Human Rights shall have the following powers and duties:
  - (a) to establish standards and procedures by which contractors and subcontractors who perform under District of Columbia Government contracts shall comply with the equal opportunity provisions of their contracts; to issue all orders, rules, regulations, guidelines, and procedures the Director may deem necessary and proper for carrying out and implementing the purposes of this Order;
  - (b) to assume equal opportunity compliance jurisdiction over any matter pending before a contracting agency where the Director considers it necessary or appropriate for the achievement of the purposes of

this Order, keep the contracting agency informed of all actions taken, and act through the contracting agency to the extent appropriate and practicable;

- (c) to examine the employment practices of any District of Columbia Government contractor or subcontractor, or initiate the examination by the appropriate contracting agency to determine whether or not the contractual provisions specified in any rules and regulations adopted pursuant to this Order have been violated, and notify the contracting agency of any action taken or recommended;
- (d) to monitor and evaluate all District of Columbia Government agencies, including those independent agencies and commissions not required to submit the Affirmative Action Programs of their contractors to the Office of Human Rights for approval, to ensure compliance with the equal opportunity obligations in contracts;
- (e) to use his or her best efforts to cause any labor union engaged in work under District of Columbia Government contracts, any referral, recruiting or training agency, or any other representative of workers who are or may be engaged in work under contracts and subcontracts to cooperate in and to comply with the implementation of the purposes of this Order;
- (f) to notify, when appropriate, the concerned contracting agencies, the Office of Federal Contract Compliance Programs, the U.S. Department of Justice, or other appropriate Federal, State, and District agencies, whenever the Director has reason to believe that practices of any contractor, labor organization, lending institution, insurance firm, or agency violate provisions of Federal, State, or District, laws;
- (g) to enter, where the determinations are made by Federal, State, or District agencies, into reciprocal agreements with those agencies to receive the appropriate information;
- (h) to hold hearings, public or private, as necessary to obtain compliance with any rules, regulations, and procedures promulgated pursuant to this Order, and to issue orders relating thereto. No order to terminate or cancel a contract, or to withhold from any contractor further District of Columbia Government contractors shall be issued without affording the contractor an opportunity for a hearing. Any order to terminate or cancel a contract or to withhold from any contractor further District of Columbia Government contracts shall be issued in accordance with rules, and regulations pursuant to the Administrative Procedure Act, as amended and;
- (i) to grant waivers from the minimum standards for the employment of minorities and women in Affirmative Action Programs in exceptional cases, as circumstances may warrant.

5. Duties of Contracting Agencies: Each contracting agency shall have the following duties:

- (a) the initial responsibility for ensuring that contractors and subcontractors are in compliance with any rules, regulations, and procedures promulgated pursuant to this Order;
- (b) to examine the employment practices of contractors and subcontractors in accordance with procedures established by the Office of Human Rights, and report any compliance action to the Director of the Office of Human Rights;
- (c) to comply with the terms of this Order and of the orders, rules, regulations, guidelines, and procedures of the Office of Human Rights issued pursuant thereto in discharging their responsibility for securing contract compliance; and
- (d) to secure compliance with any rules, regulations, and procedures promulgated pursuant to this Order before or after the execution of a contract by methods, of conference, conciliation and persuasion. No enforcement proceedings shall be initiated, nor shall a contract be cancelled or terminated in whole or in part, unless such methods have first been attempted.

6. Procedures: The procedures to be followed in implementing this Order shall be those set forth in

Orders, rules, regulations, and guidelines as may be promulgated by the Office of Human Rights.

7. Severability: If any section, subsection, sentence, clause, phrase, or portion of the provisions in this Order is for any reason declared by any court of competent jurisdiction to be invalid or unconstitutional, such section, subsection, sentence, clause, phrase, or portion shall be deemed a separate, distinct, and independent provision, and such holding shall not affect the validity of the remaining provisions of this order.
8. Effective Date: This Order shall become effective immediately.

Signed by Marion Barry, Jr.  
Mayor

ATTEST: Signed by Clifton B. Smith  
Secretary of the District of Columbia

**OFFICE OF HUMAN RIGHTS**

**NOTICE OF FINAL RULEMAKING**

The Director of the Office of Human Rights hereby gives notice of the adoption of the following final rules governing standards and procedures for equal employment opportunity applicable to contractors and subcontractors under District of Columbia Government Contracts. Notice of Proposed Rulemaking was published for public comment in the D.C. Register on April 11, 1986 at 33 DCR 2243. Based on some the comments received and upon further review by the Office of Human Rights, minor revisions were made in the rules at the following subsections: 1104.1, 1104.2, 1104.4, 1104.13, 1104.17(e) (5), 1104.28, 1107.1, 1199.1, and at page 15 the definition of minority was written out in addition to citing its D.C. Code. None of the revisions change the intent of the proposed final rules. Final action to adopt these final rules was taken on August 4, 1986, and will be effective upon publication of this notice in the Register.

**CHAPTER 11 EQUAL EMPLOYMENT OPPORTUNITY REQUIREMENTS IN CONTRACTS**

1100.□       PURPOSE

1100.1       These rules shall govern standards and procedures to be followed by contractors and subcontractors performing under District of Columbia Government contracts for goods and services, including construction contracts, for the purpose of assuring equal employment opportunity for minorities and women.

1100.2       These rules establish requirements for contractors and subcontractors regarding their commitment to observe specific standards for the employment of minorities and women and to achieve affirmative action obligations under District of Columbia contracts. These rules are not intended nor shall be used to discriminate against any qualified applicant for employment or employee.

1101         SCOPE

1101.1       Except as hereinafter exempted, the provisions of this chapter shall apply to all District of Columbia Government contracts subject to Mayor’s Order No. 85-85, and any rules, regulations, and procedures promulgated pursuant to that Mayor’s Order.

1102         COVERAGE

1102.1       The provisions of this chapter shall govern the processing of any matter before the Office Human Rights involving the following:

- (a) Discrimination in employment on grounds of race, color, religion, national origin, sex, age, marital status, personal appearance, sexual orientation, family responsibilities, matriculation, political affiliation, or physical handicap by any District of Columbia Government contractor; and
- (b) Achievement of affirmative action obligations under District of Columbia contracts.

1103         CONTRACT PROVISIONS

1103.1       Each contract for goods and services, including construction contracts, except construction subcontracts for standard commercial supplies or raw materials, shall include as express contractual provisions the language contained in subsections 1103.2 through 1103.10.

1103.2       The contractor shall not discriminate against any employee or applicant for employment because of race, color, religion, national origin, sex, age, marital status, personal appearance, sexual orientation, family responsibilities, matriculation, political affiliation, or physical handicap.

- 1103.3 The contractor agrees to take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, national origin, sex, age, marital status, personal appearance, sexual orientation, family responsibilities, matriculation, political affiliation, or physical handicap. The affirmative action shall include, but not be limited to the following:
- (a) Employment, upgrading, or transfer;
  - (b) Recruitment or recruitment advertising;
  - (c) Demotion, layoff, or termination;
  - (d) Rates of pay, or other forms of compensation; and
  - (e) Selection for training and apprenticeship.
- 1103.4 The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the Contracting Agency, setting forth the provisions in subsections 1103.2 and 1103.3 concerning non-discrimination and affirmative action.
- 1103.5 The contractor shall, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment pursuant to the non-discrimination requirements set forth in subsection 1103.2
- 1103.6 The contractor agrees to send to each labor union or representative of workers with which it has a collective bargaining agreement, or other contract or understanding, a notice to be provided by the Contracting Agency, advising each labor union or workers' representative of the contractor's commitments under this chapter, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
- 1103.7 The contractor agrees to permit access to all books, records, and accounts, pertaining to its employment practices, by the Director and the Contracting Agency for purposes of investigation to ascertain compliance with this chapter, and to require under terms of any subcontractor agreement each subcontractor to permit access of such subcontractors, books, records, and accounts for such purposes.
- 1103.8 The contractor agrees to comply with the provisions of this chapter and with all guidelines for equal employment opportunity applicable in the District of Columbia adopted by the Director, or any authorized official.
- 1103.9 The prime contractor shall include in every subcontract the equal opportunity clauses, subsections 1103.2 through 1103.10 of this section, so that such provisions shall be binding upon each subcontractor or vendor.
- 1103.10 The prime contractor shall take such action with respect to any subcontractor as the Contracting Officer may direct as a means of enforcing these provisions, including sanctions for non-compliance; provided, however, that in the event the prime contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the contracting agency, the prime contractor may request the District to enter into such litigation to protect the interest of the District.
- 1104 **AFFIRMATIVE ACTION PROGRAM**
- 1104.1 Each apparent low bidder for a construction contract shall complete and submit to the Contracting Agency, prior to the execution of any contract in the amount of twenty-five thousand dollars (\$25,000) or more, and each contractor covered under subsection 1105.1, an Affirmative Action Program to ensure equal opportunity which shall include specific standards for the utilization of minorities and women in the trades, crafts and skills to be used by the contractor in the performance of the contract.

- 1104.2 Each apparent low bidder or offeror for a non-construction contract shall complete and submit to the Contracting Agency, prior to the execution of any contract in the amount of ten thousand dollars (\$10,000) or more, and each contractor covered under subsection 1105.2 , an Affirmative Action Program to ensure equal opportunity which shall include specific standards for the utilization of minorities in the job categories specified in subsection 1108.4.
- 1104.3 To ensure equal opportunity each Affirmative Action Program shall include the following commitments:
- (a) With respect to construction contracts, each contractor shall certify that it will comply with the provisions of this chapter, and submit a personnel utilization schedule for all the trades the contractor is to utilize, indicating the actual numbers of minority and female workers that are expected to be a part of the workforce performing under the contract; and
  - (b) With respect to non-construction contracts, each contractor shall certify that it will comply with the provisions of this chapter, and shall submit a personnel utilization schedule indicating by craft and skill, the minority composition of the workforce related to the performance of the work under the contract. The schedule shall include all workers located in the facility from which the goods and services are produced and shall include the same information for other facilities which have a significant relationship to the performance of work under the contract.
- 1104.4 If the experience of the contractor with any local union from which it will secure employees indicates that the union will not refer sufficient minorities or women to meet minority or female employment commitments, the contractor shall, not less than ten (10) days prior to the employment of any person on the project subject to the jurisdiction of that local union, do the following:
- (a) Notify the District of Columbia Department of Employment Services and at least two (2) minority and two (2) female referral organizations of the contractor's personnel needs, and request referral of minority and female workers; and
  - (b) Notify any minority and female workers who have been listed with the contractors as awaiting vacancies.
- 1104.5 If, within five (5) working days prior to commencement of work, the contractor determines that the Department of Employment Services or the minority or female referral organizations are unable to refer sufficient minorities or women to meet its commitments, the contractor may take steps to hire, by referral or otherwise, from the local union membership to fill the remaining job openings, provided that it notifies the local union of its personnel needs and of its employment commitments. Evidence of the notification shall be provided to the Contracting Agency.
- 1104.6 The contractor shall have standing requests for additional referrals of minority and female workers with the local union, the Department of Employment Services, and the other referral sources, until such time as the contractor has met its minority and female employment commitments.
- 1104.7 If the contractor desires to lay off some of its employees in a given trade on a construction site, it shall ensure that the required number of minority and female employees remain on the site to meet the minority and female commitments.
- 1104.8 No contractor shall refuse employment to any individual who has minimal facility to speak English except where the contractor can demonstrate that the facility to speak English is necessary for the performance of the job.

- 1104.9 No union with which the contractor has a collective bargaining agreement shall refuse to refer minority and female employees to such contractor.
- 1104.10 To the extent that contractors have delegated the responsibility for some of their employment practices to some other organization or agency which prevents them from meeting their equal opportunity obligations, those contractors shall not be considered to be in compliance with this chapter.
- 1104.11 The obligations of the contractor shall not be reduced, modified, or subject to any provision in any collective bargaining agreement with labor organization which provides that the labor organizations shall have the exclusive or primary opportunity to refer employees.
- 1104.12 When any contractor employs a minority person or woman in order to comply with this chapter, those persons shall be advised of their right to seek union membership, the contractor shall provide whatever assistance may be appropriate to enable that person to obtain membership, and the contractor shall notify the appropriate union of that person's employment.
- 1104.13 The contractor shall not discharge, refuse to employ, or otherwise adversely affect any minority person or woman because of any provision in any collective bargaining agreement, or any understanding, written or oral that the contractor may have with any labor organization.
- 1104.14 If at any time, because of lack of cooperation or overt conduct, a labor organization impedes or interferes with the contractor's Affirmative Action Program, the contractor shall notify the Contracting Agency and the Director immediately, setting forth the relevant circumstances.
- 1104.15 In any proceeding involving a disagreement between a labor organization and the contractor over the implementation of the contractor's Affirmative Action Program, the Contracting Agency and the Office of Human Rights may become a party to the proceeding.
- 1104.16 In determining whether or not a contractor is utilizing minorities and females pursuant to Section 1108, consideration shall be given to the following factors:
- (a) The proportion of minorities and women employed in the trades and as laborers in the construction industry within the District of Columbia;
  - (b) The proportion of minorities and women employed in the crafts or as operatives in non-construction industries within the District of Columbia;
  - (c) The number and ratio of unemployed minorities and women to total unemployment in the District of Columbia;
  - (d) The availability of qualified and qualifiable minorities and women for employment in any comparable line of work, including where they are now working and how they may be brought into the contractor's workforce;
  - (e) The effectiveness of existing training programs in the area, including the number who complete training, the length and extent of training, employer experience with trainees, and the need for additional or expanded training programs; and
  - (f) The number of additional workers that could be absorbed into each trade or line of work without displacing present employees, including consideration of present employee shortages, projected growth of the trade or line of work, and projected employee turnover.
- 1104.17 The contractor's commitment to specific standards for the utilization of minorities and females as required under this chapter shall include a commitment to make every good faith effort to meet

those standards. If the contractor has failed to meet the standards, a determination of “good faith” shall be based upon the contractor’s documented equal opportunity efforts to broaden its equal employment program which shall include, but may not necessarily be limited to, the following requirements:

- (a) The contractor shall notify the community organizations that the contractor has employment opportunities available and shall maintain records of the organizations’ responses;
- (b) The contractor shall maintain a file of the names and addresses of each minority and female worker referred to it and what action was taken with respect to each referred worker. If that worker was not sent to the union hiring hall for referral or if the worker was not employed by the contractor, the contractor’s file shall be documented and the reasons therefore;
- (c) The contractor shall notify the Contracting Agency and the Director when the union or unions with which the contractor has a collective bargaining agreement has not referred to the contractor a minority or female worker originally sent to the union by the contractor for union registration, or the contractor has other information that the union referral process has impeded the contractor’s efforts to meet its goals;
- (d) The contractor shall participate in training programs related to its personnel needs;
- (e) The contractor shall disseminate its EEO policy internally by doing the following:
  - (1) Including it in any organizational manual;
  - (2) Publicizing it in company newspapers, annual report, etc.;
  - (3) Conducting staff, employee, and union representatives meetings to explain and discuss the policy;
  - (4) Posting; and
  - (5) Reviewing the policy with minority and female employees.
- (f) The contractor shall disseminate its EEO policy externally by doing the following:
  - (1) Informing and discussing it with all recruitment sources;
  - (2) Advertising in news media, specifically including news media directed to minorities and women;
  - (3) Notifying and discussing it with all known minority and women’s organizations; and
  - (4) Notifying and discussing it with all subcontractors and suppliers.

1104.18 The contractor shall make specific recruitment efforts, both written and oral, directed at all minority and women’s training organizations within the contractor’s recruitment area.

1104.19 The contractor shall encourage present employees to assist in the recruitment of minorities and women for employment.

1104.20 The contractor shall validate all qualifications, selection requirements, and tests in accordance with the guidelines of the Equal Employment Opportunity Commission.

- 1104.21 The contractor shall make good faith efforts to provide after school, summer and vacation employment to minority youths and young women.
- 1104.22 The contractor shall develop on-the-job training opportunities, and participate and assist in any association or employer group training programs relevant to the contractor's employee needs.
- 1104.23 The contractor shall continually inventory and evaluate all minority and female personnel for promotion opportunities.
- 1104.24 The contractor shall make sure that seniority practices, job classifications, qualifications, etc. do not have a discriminatory effect on minorities and women.
- 1104.25 The contractor shall make certain that all facilities and company activities are nonsegregated.
- 1104.26 The contractor shall continually monitor all personnel activities to ensure that its EEO policy is being carried out.
- 1104.27 The contractor may utilize minority banking facilities as depositories for funds which may be involved, directly or indirectly, in the performance of the contract.
- 1104.28 The contractor shall employ minority and female workers without respect to union membership in sufficient numbers to meet the minority and female employment standards, if the experience of the contractor with any labor union from which it will secure employees does not indicate that it will refer sufficient minorities and females to meet its minority and female employment standards.
- 1104.29 The contractor shall ensure that all of its employees as well as those of its subcontractors are made knowledgeable about the contractor's equal opportunity policy.
- 1104.30 [Reserved]
- 1104.31 Each contractor shall include in all bid invitations or other pre-bid communications, written or otherwise, with respect to prospective subcontractors, the standards, as applicable, which are required under this chapter.
- 1104.32 Whenever a contractor subcontracts a portion of the work in any trade, craft or skill it shall include in the subcontract, its commitment made under this chapter, as applicable, which shall be adopted by its subcontractors who shall be bound thereby and by the regulations of this chapter to the full extent as if it were the prime contractor.
- 1104.33 The prime contractor shall give notice to the Director and the Contracting Agency of any refusal or failure of any subcontractor to fulfill its obligations under this chapter.
- 1104.34 Failure of compliance by any subcontractor shall be treated in the same manner as a failure by the prime contractor.
- 1105 EXEMPTIONS
- 1105.1 Prospective construction contractors shall be exempt from submitting Affirmative Action Programs for contracts amounting to less than twenty-five thousand dollars (\$25,000); provided, that when a construction contractor accumulates contracts amounting to twenty-five thousand dollars (\$25,000) or more within a period of twelve (12) months that contractor shall be required to submit an Affirmative Action Program for each contract executed thereafter.
- 1105.2 Prospective non-construction contractors shall be exempt from submitting Affirmative Action Programs for contracts amounting to less than ten thousand dollars (\$10,000); provided, that when

a non-construction contractor accumulates contracts amounting to ten thousand dollars (\$10,00) or more during a period of twelve (12) months that contractor shall be required to submit an Affirmative Action Program for each contract executed thereafter.

1106 NONRESPONSIBLE CONTRACTORS

1106.1 If a bidder or offeror fails either to submit a complete and satisfactory Affirmative Action Program or to submit a revised Affirmative Action Program that meets the approval of the Director, as required pursuant to this chapter, the Director may direct the Contracting Officer to declare the bidder or offeror to be nonresponsible and ineligible for award of the contract.

1106.2 Any untimely submission of an Affirmative Action Program may, upon order of the Director, be rejected by the Contracting Officer.

1106.3 In no case shall there be any negotiation over the provision of specific utilization standards submitted by the bidder or offeror after the opening of bids or receipt of offer and prior to award.

1106.4 If any directive or order relating to nonresponsibility is issued under this section, the Director shall afford the bidder or offeror a reasonable opportunity to be heard in opposition to such action in accordance with subsection 1118.1, or in support of a request for waiver under section 1109.

1107 NOTICE OF COMPLIANCE

1107.1 Each Contracting Agency shall include, or require the contract bidder or offeror to include, in the invitation for bids or other solicitation used for a D.C. Government-involved contract, a notice stating that to be eligible for consideration, each bidder or offeror shall be required to comply with the provisions of this chapter for the trades, crafts and skills to be used during the term of the performance of the contract whether or not the work is subcontracted.

1108 MINIMUM STANDARDS FOR MINORITY AND FEMALE EMPLOYMENT

1108.1 The minimum standards for the utilization of minorities in the District of Columbia Government construction contracts shall be forty-two percent (42%) in each trade for each project, and an aggregate workforce standard of six and nine-tenths percent (6.9%) for females in each project. Any changes in Federal standards pertaining to minority group and female employment in Federally-involved construction contracts shall be taken into consideration in any review of these requirements.

1108.2 The construction contractor's standards established in accordance with subsection 1108.1 shall express the contractor's commitment of the forty-two percent (42%) of minority personnel who will be working in each specified trade on each of the contractor's District of Columbia Government projects, and the aggregate standard of six and nine-tenths percent (6.9%) for the employment of females in each District of Columbia Government contract.

1108.3 The hours for minority and female workers shall be substantially uniform throughout the entire length of the construction contract for each trade used, to the effect that the same percentage of minority workers in the trades used shall be working throughout the length of work in each trade on each project, and the aggregate percentage in each project for females.

1108.4 The minimum standard for the utilization of minorities in non-construction contracts shall be twenty-five percent (25%) in each of the following nine (9) job categories:

- (a) Officials and managers;
- (b) Professionals;

- (c) Technicians;
- (d) Sales workers;
- (e) Office and clerical workers;
- (f) Craftpersons (Skilled);
- (g) Operative (Semi-skilled);
- (h) Laborers (Unskilled); and
- (i) Service workers.

1108.5 With respect to non-construction contracts the contractor's standards established in accordance with subsection 1108.4 shall express the contractor's commitment of the twenty-five percent (25%) of minority personnel who will be working in each specified craft or skill in each contract.

1109 WAIVERS

1109.1 The Director may grant a waiver to a prospective contractor from the requirement to submit a set of minimum standards for the employment of minorities and women in a particular contract, if before the execution of the contract and approval of the Affirmative Action Program, the contractor can document and otherwise prove it is unable to meet the standards in the performance of the contract.

1110 SOLICITATION OF CONTRACT

1110.1 Each solicitation for contract covered by section 1104 shall contain a statement that contractors shall comply with the minimum standards established pursuant to these rules for ensuring equal opportunity.

1110.2 The contract solicitation shall require that each bidder or offeror certify that it intends to meet the applicable minimum standards in section 1108 in order to be considered for the contract.

1111 PRIOR TO EXECUTION OF CONTRACT

1111.1 Upon being designated the apparent low bidder or offeror, that contractor shall submit a detailed Affirmative Action Program that sets forth the following:

- (1) The composition of its current total workforce; and
- (2) The composition of the workforce by race, color, national origin, and sex to be used in the performance of the contract and that of all known subcontractors that will be utilized to perform the contract.

1111.2 The apparent low bidder or offeror shall submit an Affirmative Action Program in accordance with section 1104 describing the actions it will take to ensure compliance with this chapter which shall be subject, prior to the execution of any contract, to the approval of the Director.

1111.3 If the Office of Human Rights does not act within ten (10) working days after the receipt of the Affirmative Action Program sent for approval, the Contracting Agency may proceed on its own determination to execute the contract.

1111.4 The apparent low bidder or offeror shall submit an Affirmative Action Program within a period of time to specified by each Contracting Agency, but which shall not exceed ten (10) working days after becoming the apparent contractor.

1111.5 The apparent low bidder or offeror shall furnish all information and reports to the Contracting Agency as required by this chapter, and shall permit access to all books or records pertaining to its employment practices or worksites.

1111.6 No contract subject to section 1104 shall be executed by the Contracting Agency, if the apparent low bidder or offeror does not submit an Affirmative Action Program, or if the Program has been disapproved in writing by the Director.

1111.7 If there is disagreement between the contractor and the Contracting Officer as to the adequacy of the Affirmative Action Program, the matter shall be referred to the Director for a decision.

#### 1112 AFTER EXECUTION OF CONTRACT

1112.1 Each contractor shall maintain throughout the term of the contract the minimum standards for the employment of minorities and women, as set forth in the approved Affirmative Action Program.

1112.2 Each contractor shall require that each subcontractor, or vendor under the contract comply with the provision of the contract and the Affirmative Action Program.

1112.3 Each contractor shall furnish all information as required by this chapter, and permit access to all books and records pertaining to the contractor's employment practices and work sites by the Director and the Contracting Agency for purposes of investigation to ascertain compliance with this chapter.

#### 1113 MONITORING AND EVALUATION

1113.1 The Director shall, from time to time, monitor and evaluate all District of Columbia Government agencies, including those independent agencies and commissions not required to submit the Affirmative Action Program of their contractors, to ensure compliance with the equal opportunity obligations in contracts, as provided for in this chapter.

#### 1114 AFFIRMATIVE ACTION TRAINING PROGRAM

1114.1 Each contractor, in fulfilling its affirmative action responsibilities under a contract with the District of Columbia Government, shall be required to have, as part of its Affirmative Action Program, an existing training program for the purpose of training, upgrading, and promotion of minority and female employees or to utilize existing programs. Those programs shall include, but not be limited to, the following:

- (a) To be consistent with its personnel requirements, the contractor shall make full use of the applicable training programs, including apprenticeship, on-the job training, and skill refinement training for journeymen. Recruitment for the program shall be designed to provide for appropriate participation by minority group members and women;
- (b) The contractor may utilize a company-operated skill refinement training program. This program shall be formal and shall be responsive to the work to be performed under the contract;
- (c) The contractor may utilize formal private training institutions that have as their objective training and skill refinement appropriate to the classification of the workers employed. When training is provided by a private organization the following information shall be supplied:

- (1) The name of the organization;
- (2) The name, address, social security number, and classification of the initial employees and any subsequent employees chosen during the course of the contract; and
- (3) The identity of the trades, and crafts or skills involved in the training.

1114.2 If the contractor relies, in whole or in part, upon unions as a source of its workforce, the contractor shall use its best efforts, in cooperation with unions, to develop joint training programs aimed toward qualifying more minorities and females for membership in the union, and increasing the skills of minority and female employees so that they may qualify for higher paying employment.

1114.3 Approval of training programs by the Contracting Agency shall be predicated, among other things, upon the quality of training, numbers of trainees and trades, crafts or skills involved, and whether the training is responsive to the policies of the District of Columbia and the needs of the minority and female community. Minority and female applicants for apprenticeship or training should be selected in sufficient numbers as to ensure an acceptable level of participation sufficient to overcome the effects of past discrimination.

#### 1115 COMPLIANCE REVIEW

1115.1 The Director and the Contracting Agency shall review the contractor's employment practices during the performance of the Contract. Routine or special reviews of contractors shall be conducted by the Contracting Agency or the Director in order to ascertain the extent to which the policy of Mayor's Order No. 85-85, and the requirements in this chapter are being implemented and to furnish information that may be useful to the Director and the Contracting Agency in carrying out their functions under this chapter.

1115.2 A routine compliance review shall consist of a general review of the practices of the contractor to ascertain compliance with the requirements of this chapter, and shall be considered a normal part of contract administration.

1115.3 A special compliance review shall consist of a comprehensive review of the employment practices of the contractor with respect to the requirements of this chapter, and shall be conducted when warranted.

#### 1116 ENFORCEMENT

1116.1 If the contractor does not comply with the equal opportunity clauses in a particular contract, including subsections 1103.2 through 1103.10 of this chapter, that contract may be cancelled in whole or in part, and the contractor may be declared by the Director or the Contracting Officer to be ineligible for further District of Columbia Government Contracts subject to applicable laws and regulations governing debarment.

1116.2 If the contractor meets its goals or if the contractor can demonstrate that it has made every good faith effort to meet those goals, the contractor will be presumed to be in compliance with this chapter, and no formal sanction shall be instituted unless the Director otherwise determines that the contractor is not providing equal employment opportunity.

1116.3 When the Director proceeds with a formal hearing she or he has the burden of proving that the contractor has not met the requirements of this chapter, but the contractor's failure to meet its goals shall shift to it the requirement to come forward with evidence to show that it has met the good faith requirements of this chapter.

1117 COMPLAINTS

1117.1 The Director may initiate investigations of individual instances and patterns of discriminatory conduct, initiate complaints thereupon and keep the Contracting Agency informed of those actions.

1117.2 If the investigation indicates the existence of an apparent violation of the non-discrimination provisions of the contract required under section 1103 of this chapter the matter may be resolved by the methods of conference, conciliation, mediation, or persuasion.

1117.3 If an apparent violation of the non-discrimination provisions of the contract required under section 1103 of this chapter is not resolved by methods of conference, conciliation, mediation, or persuasion, the Director of the Contracting Officer may issue a notice requiring the contractor in question to show cause, within thirty (30) days, why enforcement proceedings or other appropriate action should not be initiated.

1117.4 Any employee of any District of Columbia Government contractor or applicant for employment who believes himself or herself to be aggrieved may, in person or by an authorized representative, file in writing, a complaint of alleged discrimination with the Director.

1118 HEARINGS

1118.1 In the event that a dispute arises between a bidder, offeror or prospective contractor and the Director or the Contracting Officer as to whether the proposed program of affirmative action for providing equal employment opportunity submitted by such bidder, offeror or prospective contractor complies with the requirements of this chapter and cannot be resolved by the methods of conference, conciliation, mediation, or persuasion, the bidder, offeror or prospective contractor in question shall be afforded the opportunity for a hearing before the Director.

1118.2 If a case in which an investigation by the Director or the Contracting Agency has shown the existence of an apparent violation of the non-discrimination provisions of the contract required under section 1103 is not resolved by the methods specified in subsection 1117.2, the Director may issue a notice requiring the contractor in question to show cause, within thirty (30) days, why enforcement proceedings or other appropriate action should not be initiated. The contractor in question shall also be afforded the opportunity for a hearing before the Director.

1118.3 The Director may hold a hearing on any complaint or violation under this chapter, and make determinations based on the facts brought before the hearing.

1118.4 Whenever the Director holds a hearing it is to be held pursuant to the Human Rights Act of 1977, a notice of thirty (30) working days for the hearing shall be given by registered mail, return receipt requested, to the contractor in question. The notice shall include the following:

- (a) A convenient time and place of hearing;
- (b) A statement of the provisions in this chapter or any other laws or regulations pursuant to which the hearing is to be held; and
- (c) A concise statement of the matters to be brought before the hearing.

1118.5 All hearings shall be open to the public and shall be conducted in accordance with rules, regulations, and procedures promulgated pursuant to the Human Rights Act of 1977.

1119 SANCTIONS

- 1119.1 The Director, upon finding that a contractor has failed to comply with the non-discrimination provisions of the contract required under section 1103, or has failed to make a good faith effort to achieve the utilization standards under an approved Affirmative Action Program, may impose sanctions contained in this section in addition to any sanction or remedies as may be imposed or invoked under the Human Rights Act of 1977.
- 1119.2 Sanctions imposed by the Director may include the following:
- (a) Order that the contractor be declared ineligible from consideration for award of District of Columbia Government contracts or subcontracts until such time as the Director may be satisfied that the contractor has established and will maintain equal opportunity policies in compliance with this chapter; and
  - (b) Direct each Contracting Officer administering any existing contract to cancel, terminate, or suspend the contract or any portion thereof, and to deny any extension, modification, or change, unless the contractor provides a program of future compliance satisfactory to the Director.
- 1119.3 Any sanction imposed under this chapter may be rescinded or modified upon reconsideration by the Director.
- 1119.4 An appeal of any sanction imposed by order of the Director under this chapter may be taken pursuant to applicable clauses of the affected contract or provisions of law and regulations governing District of Columbia Government contracts.
- 1120 NOTIFICATIONS
- 1120.1 The Director shall forward in writing notice of his or her findings of any violations of this chapter to the Contracting Officer for appropriate action under the contract.
- 1120.2 Whenever it appears that the holder of or an applicant for a permit, license or franchise issued by any agency or authority of the Government of the District of Columbia is a person determined to be in violation of this chapter the Director may, at any time he or she deems that action the Director may take or may have taken under the authority of this chapter, refer to the proper licensing agency or authority the facts and identities of all persons involved in the violation for such action as the agency or authority, in its judgement, considers appropriate based upon the facts thus disclosed to it.
- 1120.3 The Director may publish, or cause to be published, the names of contractors or unions which have been determined to have complied or have failed to comply with the provisions of the rules in this chapter.
- 1121 DISTRICT ASSISTED PROGRAMS
- 1121.1 Each agency which administers a program involving leasing of District of Columbia Government owned or controlled real property, or the financing of construction under industrial revenue bonds or urban development action grants, shall require as a condition for the approval of any agreement for leasing, bond issuance, or development action grant, that the applicant undertake and agree to incorporate, or cause to be incorporated into all construction contracts relating to or assisted by such agreements, the contract provisions prescribed for District of Columbia Government contracts by section 1103, preserving in substance the contractor's obligation under those provision.
- 1199 DEFINITIONS

1199.1

The following words and phrases set forth in this section, when used in this chapter, shall have the following meanings ascribed:

**Contract** – any binding legal relationship between the District of Columbia and a contractor for supplies or services, including but not limited to any District of Columbia Government or District of Columbia Government assisted construction or project, lease agreements, Industrial Revenue Bond financing, and Urban Development Action grant, or for the lease of District of Columbia property in which the parties, respectively, do not stand in the relationship of employer and employee.

**Contracting Agency** – any department, agency, or establishment of the District of Columbia which is authorized to enter into contracts.

**Contracting Officer** – any official of a contracting agency who is vested with the authority to execute contracts on behalf of said agency.

**Contractor** – any prime contractor holding a contract with the District of Columbia Government. The term shall also refer to subcontractors when the context so indicates.

**Director** – the Director of the Office of Human Rights, or his or her designee.

**Dispute** – any protest received from a bidder or prospective contractor relating to the effectiveness of his or her proposed program of affirmative action for providing equal opportunity.

**Minority** – Black Americans, Native Americans, Asian Americans, Pacific Islander Americans, and Hispanic Americans. In accordance with D.C. Code, Section 1-1142(1) (Supp. 1985).

**Subcontract** – any agreement made or executed by a prime contractor or a subcontractor where a material part of the supplies or services, including construction, covered by an agreement is being obtained for us in the performance of a contract subject to Mayor's Order No. 85-85, and any rules, regulations, and procedures issued pursuant thereto.

**Subcontractor** – any contractor holding a contract with a District prime contractor calling for supplies or services, including construction, required for the performance of a contract subject to Mayor's Order No. 85-85, and any rules, regulations, and procedures promulgated pursuant thereto.

## FIRST SOURCE EMPLOYMENT AGREEMENT

Contract Number: \_\_\_\_\_

Contract Amount: \_\_\_\_\_

Project Name: \_\_\_\_\_

Project Address: \_\_\_\_\_ Ward: \_\_\_\_\_

Nonprofit Organization: (Yes) \_\_\_\_\_ (No) \_\_\_\_\_

This First Source Employment Agreement, in accordance with D. C. Law 14-24, D.C. Law 5-93, and Mayor's Order 83-265 for recruitment, referral, and placement of District of Columbia residents, is between the District of Columbia Department of Employment Services, hereinafter referred to as DOES, and \_\_\_\_\_, hereinafter, referred to as EMPLOYER. Under this Employment Agreement, the EMPLOYER will use DOES as its first source for recruitment, referral, and placement of new hires or employees for the new jobs created by this project and will hire 51% District of Columbia residents for all new jobs created, as well, as 51% of apprentices employed in connection with the project shall be District residents registered in programs approved by the District of Columbia Apprenticeship Council.

### I. GENERAL TERMS

- A. The EMPLOYER will use DOES as its first source for the recruitment, referral and placement of employees.
- B. The EMPLOYER shall require all contractors and subcontractors, with contracts totaling \$100,000 or more, to enter into a First Source Employment Agreement with DOES.
- C. DOES will provide recruitment, referral and placement services to the EMPLOYER subject to the limitations set out in this Agreement.
- D. DOES participation in this Agreement will be carried out by the Office of the Director, with the Office of Employer Services, which is responsible for referral and placement of employees, or such other offices or divisions designated by DOES.

- E. This Agreement shall take effect when signed by the parties below and shall be fully effective for the duration of the contract and any extensions or modifications to the contract.
- F. This Agreement shall not be construed as an approval of the EMPLOYER'S bid package, bond application, lease agreement, zoning application, loan, or contract/subcontract.
- G. DOES and the EMPLOYER agree that for purposes of this Agreement, new hires and jobs created (both union and nonunion) include all EMPLOYER'S job openings and vacancies in the Washington Standard Metropolitan Statistical Area created as a result of internal promotions, terminations, and expansions of the EMPLOYER'S workforce, as a result of this project, including loans, lease agreements, zoning applications, bonds, bids, and contracts.
- H. For purposes of this Agreement, apprentices as defined in D.C. Law 2-156 are included.
- I. The EMPLOYER shall register an apprenticeship program with the D.C. Apprenticeship Council for construction or renovation contracts or subcontracts totaling \$500,000 or more. This includes any construction or renovation contract or subcontract signed as the result of, but is not limited to, a loan, bond, grant, Exclusive Right Agreement, street or alley closing, or a leasing agreement of real property for one (1) year or more.
- J. All contractors who contract with the Government of the District of Columbia to perform information technology work with a single contract or cumulative contracts of at least \$500,000, let within any twelve (12) month period shall be required to register an apprenticeship program with the District of Columbia Apprenticeship Council.
- K. The term "information technology work" shall include, but is not limited to, the occupations of computer programmer, programmer analyst, desktop specialist, technical support specialist, database specialist, network support specialist, and any other related occupations as the District of Columbia Apprenticeship Council may designate by regulation.

## II. RECRUITMENT

- A. The EMPLOYER will complete the attached Employment Plan, which will indicate the number of new jobs projected, salary range, hiring dates, and union requirements. The EMPLOYER will notify DOES of its specific need for new employees as soon as that need is identified.

- B. Notification of specific needs, as set forth in Section II.A. must be given to DOES at least five (5) business days (Monday - Friday) before using any other referral source, and shall include, at a minimum, the number of employees needed by job title, qualification, hiring date, rate of pay, hours of work, duration of employment, and work to be performed.
- C. Job openings to be filled by internal promotion from the EMPLOYER'S current workforce need not be referred to DOES for placement and referral.
- D. The EMPLOYER will submit to DOES, prior to starting work on the project, the names, and social security numbers of all current employees, including apprentices, trainees, and laid-off workers who will be employed on the project.

### III. REFERRAL

DOES will screen and refer applicants according to the qualifications supplied by the EMPLOYER.

### IV. PLACEMENT

- A. DOES will notify the EMPLOYER, prior to the anticipated hiring dates, of the number of applicants DOES will refer. DOES will make every reasonable effort to refer at least two qualified applicants for each job opening.
- B. The EMPLOYER will make all decisions on hiring new employees but will in good faith use reasonable efforts to select its new hires or employees from among the qualified persons referred by DOES.
- C. In the event DOES is unable to refer the qualified personnel requested, within five (5) business days (Monday - Friday) from the date of notification, the EMPLOYER will be free to directly fill remaining positions for which no qualified applicants have been referred. Notwithstanding, the EMPLOYER will still be required to hire 51% District residents for the new jobs created by the project.
- D. After the EMPLOYER has selected its employees, DOES will not be responsible for the employees' actions and the EMPLOYER hereby releases DOES, and the Government of the District of Columbia, the District of Columbia Municipal Corporation, and the officers and employees of the District of Columbia from any liability for employees' actions.

## V. TRAINING

DOES and the EMPLOYER may agree to develop skills training and on-the-job training programs; the training specifications and cost for such training will be mutually agreed upon by the EMPLOYER and DOES and set forth in a separate Training Agreement.

## VI. CONTROLLING REGULATIONS AND LAWS

- A. To the extent this Agreement is in conflict with any labor laws or governmental regulations, the laws or regulations shall prevail.
- B. DOES will make every effort to work within the terms of all collective bargaining agreements to which the EMPLOYER is a party.
- C. The EMPLOYER will provide DOES with written documentation that the EMPLOYER has provided the representative of any involved collective bargaining unit with a copy of this Agreement and has requested comments or objections. If the representative has any comments or objections, the EMPLOYER will promptly provide them to DOES.

## VII. EXEMPTIONS

- A. Contracts, subcontracts or other forms of government-assistance less than \$100,000.
- B. Employment openings the contractor will fill with individuals already employed by the company.
- C. Job openings to be filled by laid-off workers according to formally established recall procedures and rosters.
- D. Suppliers located outside of the Washington Standard Metropolitan Statistical Area and who will perform no work in the Washington Standard Metropolitan Statistical Area.

## VIII. AGREEMENT MODIFICATIONS, RENEWAL, MONITORING, AND PENALTIES

- A. If, during the term of this Agreement, the EMPLOYER should transfer possession of all or a portion of its business concerns affected by this Agreement to any other party by lease, sale, assignment, merger, or otherwise, the EMPLOYER as a condition of transfer shall:
  - 1. Notify the party taking possession of the existence of the EMPLOYER'S Agreement.
  - 2. Notify the party taking possession that full compliance with this Agreement is required in order to avoid termination of the project.

3. EMPLOYER shall, additionally, advise DOES within seven (7) business/calendar days of the transfer. This advice will include the name of the party taking possession and the name and telephone of that party's representative.
- B. DOES shall monitor EMPLOYER'S performance under this Agreement. The EMPLOYER will cooperate in DOES' monitoring effort and will submit a Contract Compliance Form to DOES monthly.
  - C. To assist DOES in the conduct of the monitoring review, the EMPLOYER will make available payroll and employment records for the review period indicated.
  - D. If additional information is needed during the review, the EMPLOYER will provide the requested information to DOES.
  - E. With the submission of the final request for payment from the District, the EMPLOYER shall:
    1. Document in a report to the Contracting Officer its compliance with the requirement that 51% of the new employees hired by the project be District residents; or
    2. Submit a request to the Contracting Officer for a waiver of compliance with the requirement that 51% of the new employees hired by the project be District residents and include the following documentations:
      - a. Material supporting a good faith effort to comply;
      - b. Referrals provided by DOES and other referral sources; and
      - c. Advertisement of job openings listed with DOES and other referral sources.
  - F. The Contracting Officer may waive the requirement that 51% of the new employees hired by the project be District residents, if the Contracting Officer finds that:
    1. A good faith effort to comply is demonstrated by the contractor;
    2. The EMPLOYER is located outside the Washington Standard Metropolitan Statistical Area and none of the contract work is performed inside the Washington Standard Metropolitan Statistical Area;
 

The Washington Standard Metropolitan Statistical Area includes the District of Columbia, the Virginia Cities of Alexandria, Falls Church, Manassas, Manassas Park, Fairfax, and Fredericksburg; the Virginia Counties of Fairfax, Arlington, Prince William, Loudoun, Stafford, Clarke, Warren, Fauquier, Culpeper, Spotsylvania, and King George; the Maryland Counties of Montgomery, Prince Georges, Charles, Frederick, and Calvert; and the West Virginia Counties of Berkeley and Jefferson.

- 3. The EMPLOYER enters into a special workforce development training or placement arrangement with DOES; or
  - 4. DOES certifies that insufficient numbers of District residents in the labor market possess the skills required by the positions created as a result of the contract.
- G. Willful breach of the First Source Employment Agreement by the EMPLOYER, or failure to submit the Contract Compliance Report, or deliberate submission of falsified data, may be enforced by the Contracting Officer through imposition of penalties, including monetary fines of 5% of the total amount of the direct and indirect labor costs of the contract.
- H. Nonprofit organizations are exempted from the requirement that 51% of the new employees hired on the project be District residents.
- I. The EMPLOYER and DOES, or such other agent as DOES may designate, may mutually agree to modify this Agreement.
- J. The project may be terminated because of the EMPLOYER'S non-compliance with the provisions of this Agreement.

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_\_

Signed:

\_\_\_\_\_  
Department of Employment Services

\_\_\_\_\_  
Signature of Employer

\_\_\_\_\_  
Name of Company

\_\_\_\_\_  
Address

\_\_\_\_\_  
Telephone

\_\_\_\_\_  
E-mail

**EMPLOYMENT PLAN**

NAME OF FIRM \_\_\_\_\_

ADDRESS \_\_\_\_\_

TELEPHONE NUMBER \_\_\_\_\_ FEDERAL IDENTIFICATION NO. \_\_\_\_\_

CONTACT PERSON \_\_\_\_\_ TITLE \_\_\_\_\_

E-mail: \_\_\_\_\_ TYPE OF BUSINESS: \_\_\_\_\_

ORIGINATING DISTRICT AGENCY \_\_\_\_\_

CONTRACTING OFFICER: \_\_\_\_\_ TELEPHONE NUMBER: \_\_\_\_\_

TYPE OF PROJECT \_\_\_\_\_ FUNDING AMOUNT \_\_\_\_\_

PROJECTED START DATE \_\_\_\_\_ PROJECT DURATION \_\_\_\_\_

NEW JOB CREATION PROJECTIONS (Attach additional sheets, as needed.) Please indicate the new position(s) your firm will create as a result of this project.

	JOB TITLE	# OF JOBS F/T P/T	SALARY RANGE	UNION MEMBERSHIP REQUIRED NAME LOCAL#	PROJECTED HIRE DATE
A					
B					
C					
D					
E					
F					
G					
H					
I					
J					
K					



# **“THE LIVING WAGE ACT OF 2006”**

Title I, D.C. Law No. 16-118, (D.C. Official Code §§ 2-220.01-11)

**Effective June 9, 2006, recipients of new contracts or government assistance shall pay affiliated employees and subcontractors who perform services under the contracts no less than the current living wage. Effective January 1, 2008, the living wage rate is \$12.10.**

**The requirement to pay a living wage applies to:**

- All recipients of contracts in the amount of \$100,000 or more; and, all subcontractors of these recipients receiving \$15,000 or more from the funds received by the recipient from the District of Columbia, and,
- All recipients of government assistance in the amount of \$100,000 or more; and, all subcontractors of these recipients of government assistance receiving \$50,000 or more in funds from government assistance received from the District of Columbia.

**“Contract” means a written agreement between a recipient and the District government.**

**“Government assistance” means a grant, loan or tax increment financing that result in a financial benefit from an agency, commission, instrumentality, or other entity of the District government.**

**“Affiliated employee” means any individual employed by a recipient who received compensation directly from government assistance or a contract with the District of Columbia government, including any employee of a contractor or subcontractor of a recipient who performs services pursuant to government assistance or contract. The term “affiliated employee” does not include those individuals who perform only intermittent or incidental services with respect to the contract or government assistance or who are otherwise employed by the contractor, recipient or subcontractor.**

Certain exceptions may apply where contracts or agreements are subject to wage determinations required by federal law which are higher than the wage required by this Act; contracts for electricity, telephone, water, sewer other services delivered by regulated utility; contracts for services needed immediately to prevent or respond to a disaster or eminent threat to the public health or safety declared by the Mayor; contracts awarded to recipients that provide trainees with additional services provided the trainee does not replace employees; tenants or retail establishments that occupy property constructed or improved by government assistance, provided there is no receipt of direct District government assistance; Medicaid provider agreements for direct care services to Medicaid recipients, provided that the direct care service is not provided through a home care agency, a community residential facility or a group home for mentally retarded persons; and contracts or other agreements between managed care organizations and the Health Care Safety Net Administration or the Medicaid Assistance Administration to provide health services.

Exemptions are provided for employees under 22 years of age employed during a school vacation period, or enrolled as a full-time student who works less than 25 hours per week, provided that other employees are not replaced, and for employees of nonprofit organizations that employ not more than 50 individuals.

**Each recipient and subcontractor of a recipient shall provide this notice to each affiliate employee covered by this notice, and shall also post this notice concerning these requirements in a conspicuous site in the place of business.**

**All recipients and subcontractors shall retain payroll records created and maintained in the regular course of business under District of Columbia law for a period of at least 3 years.**

This is a summary of the “Living Wage Act of 2006”. For the complete text go to:

[www.does.dc.gov](http://www.does.dc.gov) or [www.ocp.dc.gov](http://www.ocp.dc.gov)

**To file a complaint contact:**

**Department of Employment Services  
Office of Wage-Hour**

**64 New York Avenue, N.E., Room 3105, Washington, D.C. 20002  
(202) 671-1880**

**PAST PERFORMANCE EVALUATION FORM**

(Check appropriate box)

Offeror: \_\_\_\_\_

<b>Performance Element</b>	<b>Excellent</b>	<b>Good</b>	<b>Acceptable</b>	<b>Poor</b>	<b>Unacceptable</b>
Quality of Service/ Approach/Methodology of Work					
Timeliness of Performance/Adherence to Project Plan					
Cost Control					
Quality/ Expertise of Staff					
Business Relations					
Customer Satisfaction					

1. Name & Title of Evaluator: \_\_\_\_\_
2. Signature of Evaluator: \_\_\_\_\_
3. Name of Organization: \_\_\_\_\_
4. Telephone Number of Evaluator: \_\_\_\_\_
5. State type of service received: \_\_\_\_\_
6. State Contract Number, Amount and Period of Performance \_\_\_\_\_  
\_\_\_\_\_
7. Remarks on Excellent Performance: Provide data supporting this observation. Continue on separate sheet if needed)
8. Remarks on unacceptable performance: Provide data supporting this observation. (Continue on separate sheet if needed)

RATING GUIDELINES

Summarize Contractor performance in each of the rating areas. Assign each area a rating of 0 (Unacceptable), 1 (Poor), 2 (Acceptable), 3 (Good), 4(Excellent), or ++ (Plus). Use the following instructions as a guide in making these evaluations.

<b>Quality of Service/ Approach/Methodology to Work</b>	<b>Timeliness of Performance/ Adherence to Project Plan</b>	<b>Cost Control</b>	<b>Quality/ Expertise of Staff</b>	<b>Business Relations</b>	<b>Customer Satisfaction</b>
Compliance with contract requirements	Met Milestones/Targets	Within Budget	Effective Management	Communication	Responsive to Customer
Accuracy/Quality of Reports and Deliverables	Reliable	Cost Efficiencies	Organizational Structure	Reasonable	Rehire
Quality Control	Responsiveness	Accurate Invoicing	Technical Knowledge and Ability	Contract Administration	Pro-Active
Internal Policies, Procedures and Systems	Liquidated Damages/Sanctions	Change Order s	Interaction with Staff	Professional	Customer Focused

<b>0. Zero</b>	Nonconformances are comprises the achievement of contract requirements, despite use of Agency resources	Cost issues are comprising performance of contract requirements.	Delays are comprising the achievement of contract requirements, Despite use of Agency resources.	Response to inquiries, technical/ service/administrative issues is not effective and responsive.
<b>1, Unacceptable</b>	Nonconformances require major Agency resources to ensure achievement of contract requirements.	Cost issues require major Agency resources to ensure achievement of contract requirements.	Delays require major Agency resources to ensure achievement of contract requirements.	response to inquiries, technical/ service/administrative issues is marginally effective and responsive.
<b>2. Poor</b>	Non-conformances require minor Agency resources to ensure achievement of contract requirements.	Costs issues require minor Agency resources to ensure achievement of contract requirements.	Delays require minor Agency resources to ensure achievement of contract requirements.	Responses to inquiries, technical/ service/administrative issues is somewhat effective and responsive.
<b>3. Acceptable</b>	Nonconformances do not impact achievement of contract requirements.	Cost issues do not impact achievement of contract requirements.	Delays do not impact achievement of contract requirements.	Responses to inquires, technical/ service/administrative issues is usually effective and responsive.
<b>4. Good</b>	There are no quality problems.	There are no cost issues.	There are not delays.	Responses to inquiries, technical/ service/administrative issues is effective and responsive,
<b>5. Excellent</b>	The contractor has demonstrated an exceptional performance level in some or all of the above categories.			

## Use of Occupational Series Codes

### In Occupation Series

OCC series	# of times used
0000	69
0006	46
0007	946
0018	11
0019	218
0020	28
0025	10
0028	42
0029	1
0030	2
0060	7
0072	22
0078	6
0080	8
0081	2
0083	106
0085	11
0099	2
0101	312
0102	1
0105	21
0107	6
0110	10
0123	1
0132	1
0142	99
0160	1
0170	6
0180	46
0185	492
0186	134
0187	371
0188	296
0189	60
0193	1
0201	99
0202	1
0203	23
0205	1
0212	2
0235	2
0243	5
0249	3
0260	1
0301	2675
0303	871
0304	2
0305	25
0310	1
0318	67
0322	4
0326	19

### In Descending Order of

OCC series	# of times used
0301	2675
5703	1167
0007	946
0303	871
2125	842
0185	492
0905	476
3501	466
0343	446
2210	429
1802	393
0187	371
0101	312
0188	296
0601	261
1801	258
0640	236
0610	226
0019	218
0963	193
1411	181
4749	179
1810	173
1101	155
1410	153
0602	145
0186	134
0802	126
7640	125
0621	121
0685	121
2151	121
0390	110
1102	107
0083	106
0142	99
0201	99
5803	92
0392	89
3502	84
3566	84
5402	82
0950	80
1715	77
1701	73
0801	72
0810	72
0000	69
0318	67
0340	67
0962	65
0189	60

## Use of Occupational Series Codes

### In Occupation Series

OCC series	# of times used
0329	1
0332	28
0334	48
0335	11
0340	67
0341	59
0342	42
0343	446
0344	14
0346	11
0350	4
0356	1
0357	5
0360	21
0382	3
0390	110
0391	40
0392	89
0399	11
0401	17
0402	2
0403	3
0414	2
0415	4
0460	19
0482	7
0486	1
0501	56
0502	1
0503	24
0505	7
0510	14
0511	52
0525	14
0530	4
0540	3
0544	18
0560	26
0561	1
0592	2
0601	261
0602	145
0603	2
0610	226
0620	39
0621	121
0625	10
0630	13
0636	7
0638	18
0640	236
0644	19

### In Descending Order of

OCC series	# of times used
0341	59
0501	56
0935	54
1035	54
0511	52
4701	50
1712	49
0334	48
1702	47
0006	46
0180	46
0028	42
0342	42
3653	41
0391	40
0620	39
0930	39
0809	37
5003	37
1811	36
5706	36
0991	35
5716	35
6907	34
0688	33
5701	33
0819	30
2005	29
2805	29
0020	28
0332	28
2101	28
0994	27
7408	27
0560	26
0305	25
0503	24
0203	23
1176	23
0072	22
0986	22
2102	22
7404	22
0105	21
0360	21
3603	21
1082	20
1640	20
0326	19
0460	19
0644	19
4206	19

## Use of Occupational Series Codes

### In Occupation Series

OCC series	# of times used
0645	6
0647	1
0660	12
0661	13
0668	1
0669	6
0670	10
0671	10
0675	13
0679	12
0680	11
0681	5
0683	2
0685	121
0688	33
0690	3
0698	3
0699	6
0701	1
0801	72
0802	126
0804	4
0807	3
0808	8
0809	37
0810	72
0818	3
0819	30
0828	6
0830	8
0850	8
0854	1
0855	4
0856	8
0896	2
0900	1
0901	10
0904	5
0905	476
0930	39
0935	54
0945	1
0950	80
0962	65
0963	193
0986	22
0991	35
0993	1
0994	27
0998	17
1001	18
1035	54

### In Descending Order of

OCC series	# of times used
0544	18
0638	18
1001	18
1071	18
1301	18
0401	17
0998	17
5201	16
5309	16
5801	16
0344	14
0510	14
0525	14
1163	14
5042	14
0630	13
0661	13
0675	13
1170	13
1601	13
0660	12
0679	12
1531	12
4102	12
4204	12
4607	12
0018	11
0085	11
0335	11
0346	11
0399	11
0680	11
4104	11
5026	11
5301	11
0025	10
0110	10
0625	10
0670	10
0671	10
0901	10
2150	10
2604	10
5306	10
1105	9
1420	9
1720	9
0080	8
0808	8
0830	8
0850	8
0856	8

## Use of Occupational Series Codes

### In Occupation Series

OCC series	# of times used
1056	1
1060	8
1071	18
1082	20
1083	2
1084	7
1087	1
1101	155
1102	107
1104	2
1105	9
1106	2
1107	1
1111	1
1130	1
1152	1
1160	4
1163	14
1165	4
1170	13
1176	23
1300	1
1301	18
1306	2
1320	2
1370	1
1371	1
1373	1
1401	5
1410	153
1411	181
1420	9
1510	4
1515	4
1530	7
1531	12
1601	13
1640	20
1670	4
1701	73
1702	47
1710	5
1712	49
1715	77
1720	9
1730	1
1740	1
1750	2
1801	258
1802	393
1810	173
1811	36

### In Descending Order of

OCC series	# of times used
1060	8
3809	8
4801	8
5823	8
6904	8
7601	8
0060	7
0482	7
0505	7
0636	7
1084	7
1530	7
4417	7
5424	7
0078	6
0107	6
0170	6
0645	6
0669	6
0699	6
0828	6
3605	6
0243	5
0357	5
0681	5
0904	5
1401	5
1710	5
4804	5
0322	4
0350	4
0415	4
0530	4
0804	4
0855	4
1160	4
1165	4
1510	4
1515	4
1670	4
2003	4
2010	4
2504	4
3703	4
3806	4
3817	4
3901	4
0249	3
0382	3
0403	3
0540	3
0690	3

## Use of Occupational Series Codes

### In Occupation Series

OCC series	# of times used
1910	2
2003	4
2005	29
2010	4
2091	1
2101	28
2102	22
2125	842
2130	3
2150	10
2151	121
2199	2
2201	3
2210	429
2504	4
2508	2
2511	1
2604	10
2608	1
2805	29
3414	1
3501	466
3502	84
3553	1
3566	84
3601	2
3602	2
3603	21
3605	6
3606	2
3653	41
3703	4
3806	4
3809	8
3817	4
3901	4
4102	12
4104	11
4204	12
4206	19
4417	7
4601	1
4605	1
4607	12
4701	50
4737	2
4740	1
4742	3
4749	179
4801	8
4802	2
4803	1

### In Descending Order of

OCC series	# of times used
0698	3
0807	3
0818	3
2130	3
2201	3
4742	3
4805	3
5034	3
0030	2
0081	2
0099	2
0212	2
0235	2
0304	2
0402	2
0414	2
0592	2
0603	2
0683	2
0896	2
1083	2
1104	2
1106	2
1306	2
1320	2
1750	2
1910	2
2199	2
2508	2
3601	2
3602	2
3606	2
4737	2
4802	2
5352	2
5430	2
5725	2
5806	2
7401	2
0029	1
0102	1
0123	1
0132	1
0160	1
0193	1
0202	1
0205	1
0260	1
0310	1
0329	1
0356	1
0486	1

## Use of Occupational Series Codes

### In Occupation Series

OCC series	# of times used
4804	5
4805	3
4841	1
5001	1
5003	37
5026	11
5034	3
5042	14
5201	16
5301	11
5306	10
5309	16
5352	2
5402	82
5424	7
5430	2
5701	33
5703	1167
5705	1
5706	36
5716	35
5725	2
5801	16
5803	92
5806	2
5823	8
6904	8
6907	34
7401	2
7404	22
7408	27
7601	8
7603	1
7640	125

### In Descending Order of

OCC series	# of times used
0502	1
0561	1
0647	1
0668	1
0701	1
0854	1
0900	1
0945	1
0993	1
1056	1
1087	1
1107	1
1111	1
1130	1
1152	1
1300	1
1370	1
1371	1
1373	1
1730	1
1740	1
2091	1
2511	1
2608	1
3414	1
3553	1
4601	1
4605	1
4740	1
4803	1
4841	1
5001	1
5705	1
7603	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0000	COMPUTER LAB OUTREACH SPEC	9	1
0000	Lead Firearms Technician	9	1
0000	RECEPTIONIST/STAFF ASST	6	1
0000	SPECIAL POLICE OFFICER	6	1
0000	STUDENT INTERN	6	2
0000	STUDENT INTERN	5	3
0000	STUDENT TRAINEE INTERN	4	1
0000	COUNCILMEMBER	16	4
0000	D C RETIREMENT BOARD MEMBER	15	12
0000	STAFF ASST	10	1
0000	ELECTION TECHNICIAN	1	5
0000	Elections Management Advisor	1	1
0000	OFFICE ASST	1	1
0000	POLLWORKER TRAINER	1	1
0000	SUPPLY CLERK	1	8
0000	VOTER REGISTRATION CLERK	1	5
0000	Ward Coordinator	1	1
0000	Board Member	0	6
0000	Board President	0	1
0000	CHAIRMAN	0	1
0000	MAYOR	0	1
0000	RETIREMENT BOARD MEMBER	0	2
0000	SUPPLY CLERK	0	2
0000	VOTER REGISTRATION CLERK	0	7
0006	Dir., Dept. of Corrections	E5	1
0006	CORRECTIONAL PGM SPEC	9	1
0006	SUPV CORRECTIONAL OFFICER	9	2
0006	CORRECTIONAL INSTITUTION ADMN	16	1
0006	CORRECTIONAL INSTITUTION ADMN	15	1
0006	Correctional Program Spec.	15	1
0006	Correctional Institution Admin	14	1
0006	CORRECTIONAL INSTITUTION ADMN	14	1
0006	Correctional Institution Admin	13	1
0006	Correctional Institutional Adm	13	1
0006	CORRECTIONAL PGM ADMIN	13	1
0006	CORRECTIONAL PGM OFFICER	13	1
0006	CORRECTIONAL PGM SPEC	13	2
0006	Correctional Program Specialis	13	1
0006	SUPV SANITARIAN	13	1
0006	SUPVY CORRECTIONAL OFFICER	13	5
0006	CORRECTIONAL PGM OFFICER	12	1
0006	CORRECTIONAL PGM OFR RECORD	12	3
0006	CORRECTIONAL PGM SPEC	12	4
0006	Correctional Progm Spec(Re-ent	12	2
0006	SUPV CORRECTIONAL OFFICER	12	1
0006	Supv Correctional Pgm Spec(FBU	12	1
0006	CORRECTIONAL PROGRAM SPECIALIS	11	1
0006	SUPV CORRECTIONAL OFFICER	11	7
0006	SUPVY CORRECTIONAL OFFICER	11	4
0007	Correctional Off (Canine Trnr)	9	1
0007	CORRECTIONAL OFFICER	9	2
0007	CORRECTIONAL OFFICER - LEAD	9	105
0007	LEAD CORRECTIONAL OFC	9	7
0007	SUPV CORRECTIONAL OFFICER	9	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0007	CORRECTIONAL OFFICER	8	389
0007	CORRECTIONAL OFR	8	1
0007	SUPV CORRECTIONAL OFFICER	8	1
0007	Correctional Officer	7	171
0007	CORRECTIONAL OFFICER	6	216
0007	SUPV CORRECTIONAL OFFICER	12	15
0007	SUPVY CORRECTIONAL OFFICER	12	1
0007	Supv Correctional Off (Canine	11	1
0007	SUPV CORRECTIONAL OFFICER	11	28
0007	SUPVY CORRECTIONAL OFFICER	11	7
0018	SAFETY/OCCUP HEALTH MGMT	16	1
0018	Safety and Occupational Health	14	1
0018	SUPV,SAFETY&OCCU.HEALTH	14	1
0018	Supvy Safety & Occup Hlth Spec	14	1
0018	CODES & COMPLIANCE OFFCR	13	1
0018	Safety Officer	13	1
0018	SAFETY & OCCUP HLTH SPEC	12	3
0018	Safety & Occup. Health Spec.	11	1
0018	SAFETY AND OCCUPATIONAL HEALTH	11	1
0019	Lead Safety Technician	4	5
0019	Safety Technician	3	115
0019	Safety Tech (Trainee)	2	97
0019	ACCIDENT INVESTIGATOR	12	1
0020	Dep Dir, Dev Review	16	1
0020	Dep Dir, Long Range Planning	16	1
0020	Community Planner	15	1
0020	Revitalization Prog Mgr	15	1
0020	COMMUNITY PLANNER	14	7
0020	Community Planner(Transportati	14	1
0020	Long Range Planner	14	1
0020	COMMUNITY PLANNER	13	8
0020	COMMUNITY PLANNER	12	6
0020	Transportation Analyst	12	1
0025	PARK RANGER	9	2
0025	PARK RANGER	7	7
0025	URBAN PARK RANGER	7	1
0028	Dir, Dist. Dept. of the Enviro	E3	1
0028	Environmental Protection Speci	9	10
0028	Sup Environ Protection Spec	16	1
0028	Sup Environ Protection Spec	15	3
0028	Supv Environmental Protection	15	1
0028	Environ Regulatory Enforcement	14	1
0028	Supv Environmental Protection	14	5
0028	Environmental Protection Spec	13	3
0028	ENVIRONMENTAL SPEC	13	1
0028	Environmental Protection Speci	12	8
0028	Environmental Protection Speci	11	6
0028	ENVIRONMENTAL SPEC	11	1
0028	ENVIRONMENTAL SPECIALIST	10	1
0029	ENVIRONMENTAL PROTECTION ASSIS	8	1
0030	TENNIS COACH	9	1
0030	SPORTS SPEC	10	1
0060	CHAPLAIN	9	1
0060	Chaplain Resident	7	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0060	Supervisory Chaplain	14	1
0060	DIRECTOR CHAPLAINCY SERVICES	13	1
0060	CHAPLAIN	12	1
0060	CHAPLAIN CATHOLIC	12	1
0060	CHAPLAIN	11	1
0072	FINGERPRINT EXAMINER	7	7
0072	SUPV FINGERPRINT SPEC	13	2
0072	FINGERPRINT SPECIALIST	12	12
0072	FINGERPRINT SPEC	11	1
0078	COUNCILMEMBER	16	6
0080	PERSONNEL SECURITY SPECIALIST	8	1
0080	CHIEF OF SECURITY	14	1
0080	SUPERVISORY SECURITY SPECIALIS	13	1
0080	ELECTRICAL ENG TECH	12	1
0080	PHYSICAL SECURITY SPEC	12	3
0080	SECURITY SPEC	12	1
0081	Fire Protection Specialist	9	1
0081	FIRE PROTECTION SPEC	10	1
0083	SUPERVISORY SPECIAL POLICE OFF	9	1
0083	Supvy Protective Svcs ofcr	9	10
0083	SERGEANT	8	4
0083	SUPV POLICE OFFICER CAPT	8	3
0083	Lead Protective Svcs Officer	7	25
0083	SPECIAL POLICE OFFICER	7	5
0083	Protective Services Officer	6	10
0083	SPECIAL POLICE OFFICER	6	18
0083	Protective Services Officer	5	11
0083	Supervisory Police Officer	12	2
0083	Supvy Protective Svcs Ofr	12	3
0083	CAPTAIN	11	1
0083	Supervisory Police Officer	11	1
0083	SUPV POLICE OFFICER	11	2
0083	Supvy Protective Svcs Ofr	11	1
0083	Supvy Protective Svcs Ofr	10	9
0085	SUPV SECURITY GUARD	8	1
0085	SECURITY GUARD	6	5
0085	SECURITY GUARD	5	5
0099	Student Trainee (Intern)	6	1
0099	Student Trainee (Intern)	5	1
0101	Dir of Human Services	E5	1
0101	Director	E5	1
0101	AFTERCARE WORKER	9	4
0101	Case Manager	9	2
0101	CASE MGR	9	1
0101	CORRECTIONAL TREATMENT SPEC	9	3
0101	Detention Review Spec	9	5
0101	Juvenile Justice Inst Counselo	9	5
0101	SUPPORT ENFORCEMENT SPEC	9	4
0101	TREATMENT PGM SPEC	9	1
0101	Victim/Witness Program Spec.	9	1
0101	YOUTH TREATMENT COOR	9	1
0101	Aftercare Worker	7	1
0101	Juvenile Justice Inst Counselo	7	3
0101	SUPPORT ENFORCEMENT SPEC	7	3

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0101	Research Analyst	6	1
0101	Deputy Director for DDA	16	1
0101	Deputy Director for RSA	16	1
0101	Family Services Administrator	16	1
0101	Early Childhood Dev Pgm Mngr	15	1
0101	SOCIAL SERVICE PGM MGR	15	2
0101	CHILD CARE SERVICES PROG MGR	14	1
0101	Dep Superintend Treatment Svc	14	1
0101	Early Care Program Manager	14	1
0101	Early Intervention Program Man	14	1
0101	PROGRAM MANAGER	14	1
0101	Program Officer (Community Ser	14	1
0101	Project Manager	14	1
0101	SOCIAL SRVS PGM MGR INFO SYS	14	1
0101	Supervisory Service Coordinato	14	2
0101	Community Supervision Prgm Mgr	13	1
0101	Dep Superintendent Social Svs	13	1
0101	HOMELESS PGM COOR	13	1
0101	POLICY ANALYST	13	1
0101	Project Coordinator	13	1
0101	Resource Specialist	13	2
0101	Social Services Officer	13	3
0101	SOCIAL SRVS OFFICER	13	1
0101	Supervisory Service Coordinato	13	9
0101	SUPV CASE MGMT COOR	13	1
0101	SUPV CASE MGR COOR	13	1
0101	Supv Child Care Eligibility Mo	13	1
0101	SUPV POLICY & PGM ANALYST	13	1
0101	Supv Program Specialist	13	1
0101	SUPV SUPP ENFORCEMENT SPEC	13	2
0101	Victim/Witness Program Special	13	1
0101	Case Management Coord (Bilingu	12	1
0101	Case Management Coordinator	12	1
0101	CASE MGMT COOR	12	1
0101	Child Care Coordinator	12	1
0101	Child Care Eligibility Monitor	12	1
0101	Child Care Program Specialist	12	5
0101	Client Services Liaison	12	3
0101	COMPLIANCE SPEC	12	1
0101	Correctional Treatment Spec (R	12	2
0101	Employee Assistance Counselor	12	1
0101	EMPLOYER MARKETING SPEC	12	1
0101	Lead Service Coordinator	12	9
0101	PGM MONITOR	12	2
0101	Placement Expeditor	12	1
0101	Re-Entry Program Coordinator	12	1
0101	Resource Specialist	12	4
0101	Social Services Program Spec.	12	1
0101	Social Services Program Specia	12	2
0101	SUPERVISOR SUPPORT ENFORCEMNT	12	3
0101	Supervisory Case Manager	12	1
0101	Supervisory Juvenile Justice I	12	2
0101	SUPV CASE MGMT COOR	12	1
0101	Supv Correctional Treatment Sp	12	3

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0101	Supv Support Enforcement Spec	12	1
0101	VICTIM WITNESS PGM SPEC	12	1
0101	Victim/Witness Program Spec.	12	1
0101	Y/F Team Meeting Facilitator	12	4
0101	YOUTH TREATMENT UNIT MGR	12	6
0101	AFTERCARE WORKER	11	4
0101	Aftercare Worker (Bilingual)	11	1
0101	Case Manager	11	2
0101	CASE MGR	11	9
0101	Child Care Eligibility Monitor	11	2
0101	CHILD CARE ELIGIBILITY SPEC	11	2
0101	CORRECTIONAL TREATMENT SPEC	11	16
0101	Detention Review Specialist	11	3
0101	INDIVIDUAL HABIT PLAN COOR	11	1
0101	INTENSIVE AFTERCARE WORKER	11	3
0101	JUV JUSTICE INST COUNSELOR	11	3
0101	Planning and Resource Allocati	11	2
0101	Program Monitor (Non-Tradition	11	1
0101	Residency Placement Specialist	11	1
0101	Resource Specialist	11	4
0101	Service Coordinator	11	63
0101	Social Services Program Specia	11	2
0101	SUPPORT ENFORCEMENT SPEC	11	46
0101	Suppt Enforcement Spec(Bilingu	11	1
0101	Transition Specialist	11	1
0101	Y/F Team Meeting Facilitator	11	1
0101	YOUTH TREATMENT COOR	11	2
0102	CHILD CARE INTAKE COOR	9	1
0105	SOCIAL INSURANCE SPECIALIST	9	1
0105	SUPV SOCIAL INSURANCE SPEC	14	1
0105	Supvry Health Insurance Analys	14	1
0105	Supv Social Insurance Spec	13	4
0105	SOCIAL INSURANCE SPEC	12	2
0105	SOCIAL INSURANCE SPECIALIST	11	12
0107	Supervisory Medicaid Waiver Sp	14	1
0107	Medicaid Waiver Specialist	13	1
0107	Health Insurance Analyst	12	1
0107	MEDICAID WAIVER SPECIALIST	12	1
0107	Health Insurance Analyst	11	1
0107	Medicaid Waiver Specialist	11	1
0110	SENIOR ECONOMIST TECH ADVISOR	15	1
0110	SUPVY ECONOMIST	15	1
0110	ECONOMIST	14	1
0110	SENIOR ECONOMIST	14	1
0110	ECONOMIST	13	2
0110	FINANCIAL ECONOMIST	13	1
0110	Labor Economist	12	1
0110	Labor Economist	11	2
0123	INTELLIGENCE RESEARCH SPEC	13	1
0132	INTELLIGENCE RESEARCH SPEC	13	1
0142	Manpower Develop Spec (Bil)	9	1
0142	MANPOWER DEVELOPMENT SPECIALIS	9	18
0142	Manpower Development Spec	7	2
0142	MANPOWER DEVELOPMENT SPECIALIS	7	5

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0142	MANPOWER DEVELOPMENT SPECIALIS	5	4
0142	Deputy Dir for Workforce Dev	16	1
0142	Assoc Dir for Employer Svcs	15	1
0142	SUPV MANPOWER DEV SPEC	15	1
0142	SUPV MANPOWER DEV SPEC	14	1
0142	Manpower Dev Prog Spec (LVER)	13	1
0142	MANPOWER DEVELOPMENT PGM SPEC	13	1
0142	Manpower Development Spec	12	1
0142	MANPOWER DEVELOPMENT SPECIALIS	12	2
0142	SUPV MANPOWER DEV SPEC	12	7
0142	Manpower Develop Spec (DVOP)	11	1
0142	Manpower Development Spec	11	1
0142	MANPOWER DEVELOPMENT SPECIALIS	11	51
0160	Project Coordinator	14	1
0170	Historic Preservation Inspecto	9	1
0170	REAL PROPERTY SPEC	9	1
0170	HISTORIC PRESERVATION SPECIALI	14	2
0170	Historic Preservation Spec.	13	1
0170	HISTORIC ARCHITECTURAL	12	1
0180	CLINICAL PSYCHOLOGIST INTERN	5	1
0180	Clinical Psychology Resident	5	3
0180	CLINICAL PSYCHOLOGIST INTERN	4	5
0180	Supervisory Clinical Psycholog	15	1
0180	Clinical Psychologist	14	1
0180	Clinical Psychologist (Team Le	14	2
0180	Supvy. Clinical Psychologist	14	1
0180	CLINICAL PSYCHOLOGIST	13	23
0180	SUPV CLINICAL PSYCHOLOGIST	13	1
0180	CLINICAL PSYCHOLOGIST	12	3
0180	CLINICAL PSYCHOLOGIST	11	5
0185	Social Worker	9	42
0185	ADMIN	15	3
0185	INTAKE & INVESTIGATIONS	15	1
0185	ADOPTIONS PGM MGR	14	1
0185	PGM MGR	14	2
0185	SOCIAL WORK PGM	14	3
0185	SOCIAL WORK PGM MGR	14	6
0185	SOCIAL WORK PROGRAM MANAGER	14	3
0185	SOCIAL WORKER PGM MGR	14	1
0185	SUPV SOCIAL WORKER	14	1
0185	SUPV SOCIAL WORKER PGM MGR	14	2
0185	Supvy Social Worker	14	1
0185	Supvy. Social Worker	14	1
0185	SUPERVISOR SOCIAL WORKER	13	3
0185	Supervisory Social Worker	13	14
0185	SUPV SOCIAL WORKER	13	59
0185	SUPVY SOCIAL WORKER	13	7
0185	FACILITATORS	12	4
0185	SOCIAL WORKER	12	119
0185	SOCIAL WORKER BIL	12	2
0185	SOCIAL WORKER	11	217
0186	SOCIAL SERVICE ASSISTANT	9	1
0186	Lead Social Services Assistant	8	2
0186	Social Servi ces Assistant	8	4

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0186	SOCIAL SERVICE ASSISTANT	8	51
0186	SOCIAL SERVICE ASSISTANT	7	4
0186	Social Services Assistant (OA)	7	1
0186	Social Services Assistant(OA)	7	1
0186	SOCIAL SRVS ASST CUSTOMER SVC	7	1
0186	SOCIAL SERVICE ASSISTANT	6	67
0186	SOCIAL SERVICE ASST CUST SVC	6	1
0186	SOCIAL SRVS ASST CUSTOMER SVC	6	1
0187	INTAKE HOTLINE WORKER	9	4
0187	Social Service Rep (Bilingual)	9	1
0187	SOCIAL SERVICE REP BIL	9	1
0187	SOCIAL SERVICE REPRESENTATIVE	9	1
0187	SOCIAL SERVICE REPRESENTIVE	9	133
0187	SOCIAL SERVICES REPRESENTATIVE	9	80
0187	SOCIAL WORK ASSOCIATE	9	4
0187	SUPVY SOCIAL SRVS REP	9	1
0187	SOCIAL SERVICE REPRESENTATIVE	7	1
0187	SOCIAL SERVICE REPRESENTIVE	7	54
0187	SOCIAL SERVICE REPRESENTIVE	5	1
0187	SUPV SOCIAL SRVS REP	12	12
0187	SUPVY SOCIAL SRVS REP	12	4
0187	SOCIAL SERVICE REP	11	1
0187	Supervisory Social Services Re	11	1
0187	SUPV SOCIAL SERVICE	11	1
0187	SUPV SOCIAL SRVS REP	11	48
0187	SUPVY SOCIAL SRVS REP	11	10
0187	SOCIAL WORK ASSOCIATE	10	12
0187	SOCIAL WORKER ASSOC	10	1
0188	RECREATION ASST	9	1
0188	Recreation Spec (Institutional	9	1
0188	RECREATION SPECIALIST	9	77
0188	SUPV RECREATION SPEC	9	1
0188	YOUTH DEVELOPMENT SPEC	9	1
0188	RECREATION SPEC	8	1
0188	SUPV RECREATION SPEC CA	8	2
0188	RECREATION SPECIALIST	7	105
0188	SUPV RECREATION SPEC	7	1
0188	RECREATION ASST	6	5
0188	RECREATION SPEC	6	8
0188	RECREATION ASST	5	10
0188	RECREATION SPEC	5	4
0188	Recreation Spec (Aquatics)	5	8
0188	Recreation Specialist	5	33
0188	Recreation Specialist (YA)	5	2
0188	LIFEGUARD	4	2
0188	Recreation Specialist	4	1
0188	Assoc Director of Programs	14	1
0188	Supvy. Recreation Specialist	14	1
0188	FIELD OPERATION MGR	13	1
0188	SUPV RECREATION SPEC	13	1
0188	SUPV RECREATION SPEC	12	6
0188	Supvy Recreation Specialist	12	3
0188	RECREATION SPEC	11	3
0188	Recreation Specialist	11	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0188	SUPV RECREATION SPEC	11	7
0188	SUPV YOUTH COUNSELOR	11	1
0188	SUPVY RECREATION SPEC	11	4
0188	Supvy Recreation Specialist	11	2
0188	RECREATION SPEC	10	1
0188	RECREATION SPEC YA	10	1
0189	RECREATION SPEC	9	1
0189	RECREATION ASSISTANT	7	1
0189	RECREATION SPEC	7	1
0189	RECREATION ASSISTANT	6	18
0189	RECREATION ASSISTANTS	6	2
0189	RECREATION ASST	6	3
0189	RECREATION ASSISTANT	5	27
0189	RECREATION ASST	5	7
0193	Archeologist	11	1
0201	Director of Personnel	E4	1
0201	HR Spec (Employee Benefits)	9	5
0201	HUMAN RESOURCES SPECIALIST	9	4
0201	PERSONNEL MGMT SPEC	9	1
0201	Assoc Dir for Policy & Plan	16	1
0201	Director of Human Resources	16	1
0201	Assoc Dir of Comp and Class	15	1
0201	Assoc. Dir. for Policy & Plan.	15	1
0201	Assoc. Direct for Workforce De	15	1
0201	Associate Dir of Benefits	15	1
0201	DIRECTOR (EG-15)	15	2
0201	SUPERVISORY MANAGEMENT LIAISIO	15	1
0201	Supvy Human Resources Spec	15	3
0201	Compliance Review Manager	14	1
0201	DIRECTOR OF HUMAN RESOURCES	14	1
0201	HR AUDIT MANAGER	14	1
0201	HR Specialist (Recruitment)	14	1
0201	Human Resources Manager	14	2
0201	Human Resources Spec (Empl & L	14	3
0201	Human Resources Specialist	14	3
0201	Senior Human Resources Special	14	1
0201	SUPERVISORY HR SPECIALIST	14	1
0201	Supv HR Spec (Empl/Labor Rel)	14	1
0201	SUPV HUMAN RESOURCES SPEC	14	1
0201	SUPVY HR SPEC (RECRUITMENT)	14	1
0201	Supvy Human Resources Spec	14	1
0201	HR Spec (Employee Relations)	13	1
0201	HR Spec (HR Dev)	13	1
0201	HR Specialist (Classification)	13	1
0201	HR Specialist (Perf. Mgmt.)	13	1
0201	Human Res Spec Labor and Empl	13	1
0201	Human Resource Specialist (Emp	13	1
0201	HUMAN RESOURCES SPEC	13	1
0201	HUMAN RESOURCES SPEC (COMP)	13	1
0201	HUMAN RESOURCES SPEC (Employee	13	2
0201	HUMAN RESOURCES SPEC CLASS	13	8
0201	HUMAN RESOURCES SPEC POLICY	13	1
0201	Human Resources Specialist	13	7
0201	Labor Economist	13	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0201	Supvy HR Spec (Empl Benefits)	13	1
0201	Supvy HR Spec (Police/Fire Bd)	13	1
0201	HR SPEC (EMPLOYEE BENEFITS)	12	1
0201	HR Spec (Human Resource Dev)	12	1
0201	HR Spec. (Employee Relations)	12	1
0201	HR Specialist (Emp. Benefits)	12	4
0201	HUMAN RESOURCES SPEC	12	10
0201	Human Resources Spec Employee	12	1
0201	HUMAN RESOURCES SPEC PERF MGT	12	1
0201	SUPV HUMAN RESOURCES OFFICER	12	1
0201	HR Spec. (Employee Benefits)	11	5
0201	HUMAN RESOURCE SPECIALIST	11	2
0201	HUMAN RESOURCES SPEC	11	2
0202	COMMUNITY PLANNER	13	1
0203	HUMAN RESOURCES ASSISTANT	9	2
0203	HUMAN RESOURCES ASST (MILITARY)	9	1
0203	HUMAN RESOURCES ASST (TYPING)	9	3
0203	PERSONNEL ASSISTANT	9	1
0203	Human Resources Assistant	8	2
0203	HUMAN RESOURCES ASST	8	3
0203	PERSONNEL ASST TYPING	8	1
0203	HR Assistant (Emp. Benefits)	7	4
0203	HR Assistant (OA)	7	1
0203	Human Resources Assistant	7	1
0203	HR ASST (INFO SYS)	6	1
0203	HUMAN RESOURCES ASST	6	1
0203	PERSONNEL ASST TYPING	6	1
0203	HR ASST (INFO SYS)	5	1
0205	MILITARY PERSONNEL SPEC	8	1
0212	PERSONNEL STAFFING SPEC	11	1
0212	STAFFING COORDINATOR	11	1
0235	EMPLOYEE DEVELOPMENT SPEC	13	2
0243	Assoc Dir for Apprent & Train	15	1
0243	APPRENTICESHIP TRAINING REP	13	1
0243	Apprenticeship & Training Rep	12	2
0243	Apprenticeship & Training Rep	11	1
0249	Associate Dir for Wage & Hour	15	1
0249	Wage & Hour Comp Spec (Biling)	12	1
0249	Wage & Hour Comp. Spec. (Bil)	11	1
0260	EEO Manager	13	1
0301	CHIEF TECH OFFICER	E5	1
0301	Dir. of Dept. of Public Works	E5	1
0301	Director, Department of Youth	E5	1
0301	Int Dir Child and Family Svcs	E5	1
0301	Dir Dept of Parks & Recreation	E4	1
0301	DIR OF PLANNING	E4	1
0301	DIR OF UNIFIED COMMUNICATIONS	E4	1
0301	DIRECTOR	E4	4
0301	Dir. of Emerg. Mgt. Agency	E3	1
0301	Director	E3	1
0301	SECRETARY DC	E2	1
0301	Director of African Affairs	E1	1
0301	Director of Latino Affairs	E1	1
0301	EXECUTIVE DIR	E1	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0301	Executive Director	E1	1
0301	Adjudication Specialist	9	2
0301	ADMIN SPEC	9	2
0301	ADMIN SUPPORT SPEC	9	1
0301	Admin Support Specialist	9	1
0301	ADMINISTRATIVE ASSISTANT	9	7
0301	Administrative Support Assista	9	2
0301	Administrative Support Spec.	9	2
0301	Administrative Support Special	9	5
0301	AFIS Monitor	9	2
0301	Arts Program Assistant	9	4
0301	ASST DIRECTOR OF CONSTITUENT S	9	1
0301	Asst. Chief Operating Officer	9	1
0301	Athletic Field Maint. Spec.	9	1
0301	AUTO SYSTEMS SUPP SPEC	9	1
0301	Banking Licensing Specialist	9	1
0301	BOAT VESSEL REGISTRAR	9	1
0301	Case Management Specialist	9	1
0301	Chief of Staff	9	1
0301	CLAIMS SPECIALIST	9	1
0301	CLEAN CITY COOR	9	1
0301	CLERK	9	1
0301	Clinical Support Contracts Lia	9	1
0301	COMMUNITY ENV EDUC SPECIALIST	9	1
0301	Community Outreach Spec (Bil)	9	1
0301	Community Outreach Specialist	9	1
0301	COMMUNITY RELATIONS SPEC	9	2
0301	Community Resources Advisor	9	3
0301	Community Services Rep	9	1
0301	CONSUMER AFFAIRS LIAISON	9	2
0301	CONTACT REP	9	1
0301	Coordinator (FTM)	9	5
0301	Court Liaison Specialist	9	6
0301	Crime Analyst	9	1
0301	CUSTOMER SERVICE COMM SPEC	9	3
0301	CUSTOMER SERVICE COMMUNICATIO	9	2
0301	Customer Service Rep Bilingual	9	1
0301	CUSTOMER SERVICE SPEC	9	1
0301	Customer Service Specialist	9	14
0301	Customer Svcs Communicat Spec	9	1
0301	Customer Svs Comm Spec (Bilin)	9	1
0301	DATA MANAGEMENT SPECIALIST	9	2
0301	Dir of Performance Mgmt	9	1
0301	Director of Community Relation	9	1
0301	Director, Veterans Affairs	9	1
0301	DISPUTE RESOLUTION SPEC	9	1
0301	Ed Compliance Specialist	9	1
0301	Education Resource Specialist	9	1
0301	Elections Program Specialist	9	1
0301	EMERGENCY OPERATION SPEC	9	1
0301	Emergency Operations&Info Spec	9	4
0301	EMERGENCY OPERATOR INFO SPEC	9	1
0301	Energy Program Officer	9	1
0301	ENERGY PROGRAM SPECIALIST	9	5

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0301	ENVIRONMENT PGM SPEC	9	1
0301	ENVIRONMENTAL PGM SPEC	9	1
0301	EXECUTIVE ADMIN OFFICER	9	1
0301	Executive Director	9	2
0301	FOOD PGM MONITOR	9	1
0301	Fuel Management Specialist	9	2
0301	GEOGRAPHIC INFO SYS ANALYST	9	1
0301	GRANTS MGMT SPEC	9	1
0301	Health Licensing Specialist	9	1
0301	Health Services Program Liaiso	9	1
0301	HOUSING PGM COOR	9	1
0301	Human Resources Manager	9	1
0301	HUMAN RESOURCES SPEC	9	1
0301	Human Resources Specialist (Be	9	1
0301	Imaging Specialist	9	2
0301	INSURANCE OPERATION ASST	9	4
0301	INTAKE HOTLINE WORKER	9	2
0301	INVESTIGATOR SPECIALIST	9	2
0301	Law Enforcement Analyst	9	1
0301	Legislative Affairs Specialist	9	1
0301	LEGISLATIVE ASSISTANT	9	2
0301	LICENSING SPEC	9	3
0301	Management Liaison Specialist	9	11
0301	Mentor Project Specialist,	9	1
0301	MGMT LIAISON SPEC	9	1
0301	National Pharmaceutical Stockp	9	1
0301	Nutrition Program Specialist	9	1
0301	Operations Support Specialist	9	2
0301	Outreach Specialist	9	2
0301	PGM ASST	9	1
0301	PGM COOR	9	1
0301	PGM MONITOR	9	2
0301	PGM SPEC	9	11
0301	PGM SUPPORT SPEC	9	26
0301	PGM SYSTEM TECH	9	1
0301	Placement Data Analyst	9	2
0301	Police Specialist	9	3
0301	Policy Analyst	9	1
0301	Program Manager	9	6
0301	Program Monitor	9	5
0301	Program Specialist	9	8
0301	Program Specialist (Bid Admin)	9	1
0301	Program Support Specialist	9	3
0301	PROPERTY MGMT SPEC	9	2
0301	QUALITY ASSURANCE AND PROJECT	9	1
0301	QUALITY CONTROL EXAMINER	9	1
0301	RECORDS MANAGEMENT SPECIALIST	9	3
0301	RECORDS MGMT SPEC	9	1
0301	RECORDS MGMT SUPV	9	1
0301	RECORDS SUPV	9	1
0301	Rent Administrator	9	1
0301	RESEARCH ANALYST	9	1
0301	RESEARCH SPECIALIST	9	1
0301	Retirement Services Manager	9	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0301	Securities Registration Spec	9	1
0301	Senior Event Manager	9	1
0301	SPECIAL ASSISTANT	9	3
0301	SPECIAL ASSISTANT (EG)	9	1
0301	SPECIAL ASST	9	4
0301	Special Events Coordinator	9	1
0301	SRVS MGMT SPEC	9	2
0301	Staff Assistant	9	189
0301	Staff Assistant (Bilingual)	9	1
0301	STAFF ASSISTANT (TYPING)	9	1
0301	STAFF ASST	9	3
0301	STAFF ASST BIL	9	1
0301	STAFF ASST OA	9	1
0301	TRAINING ASST	9	1
0301	TRANSP,OPERATIONS SPEC	9	1
0301	TRANSPORTATION ASSISTANT	9	5
0301	Vital Statistics Specialist	9	1
0301	Wage Withholding Specialist	9	1
0301	WORK ORDER SPEC	9	1
0301	ADMIN ASST	8	1
0301	Administrative Aide	8	1
0301	ADMINISTRATIVE ASSISTANT	8	3
0301	Administrator, Ofc of Document	8	1
0301	Chief of Cap. Projects & Plan.	8	1
0301	Chief of Staff	8	2
0301	CLERK	8	3
0301	Complaints Intake Specialist	8	2
0301	Constituent Services/Reception	8	1
0301	Dep Assoc Admin for Solid Wast	8	1
0301	Dep Dir for Part and Grant Dev	8	1
0301	DIR OF LEGISLATIVE SUPPORT	8	1
0301	Director	8	1
0301	Director of External and Inter	8	1
0301	Director Policy Research & Dev	8	1
0301	Fuel Support Assistant	8	1
0301	INFORMATION OPERATOR	8	1
0301	OFFICE MANAGER	8	1
0301	PGM SUPPORT ASST	8	1
0301	POLICY ADVISOR	8	1
0301	Protocol Officer	8	1
0301	RESEARCH SPECIALIST	8	2
0301	Special Assistant	8	5
0301	Special Asst for Audiovisual P	8	1
0301	STAFF ASSISTANT	8	6
0301	ADMINISTRATIVE ASSISTANT	7	5
0301	Banking Licensing Specialist	7	1
0301	Chief of Staff	7	1
0301	CLERICAL ASST	7	2
0301	COMMUNICATION COORDINATOR	7	1
0301	Community Outreach Coordinator	7	1
0301	CONTACT REP	7	1
0301	CONTRACT SPECIALIST	7	1
0301	Cust. Svcs. Comm. Spec. (Bilin	7	1
0301	CUSTOMER RELATIONS REP	7	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0301	CUSTOMER SERVICE REP	7	1
0301	Customer Service Representativ	7	6
0301	Customer Svcs Communicat Spec	7	3
0301	Customer Svs Communica Spec	7	2
0301	DAY CARE SPEC	7	4
0301	Director	7	1
0301	Director of Scheduling	7	1
0301	Emergency Ops & Information Sp	7	1
0301	ENERGY PGM ASST	7	1
0301	Exec Dir for Comm on Women	7	1
0301	Executive Assistant	7	2
0301	EXECUTIVE ASST	7	2
0301	Family Services Coordinator	7	1
0301	Legal Assistant (OA) (Court)	7	1
0301	NEIGHBORHOOD SRVS PGM OFR	7	1
0301	PGM ANALYST	7	2
0301	PGM SPEC	7	1
0301	Pre-Retirement Benefit Counsel	7	2
0301	PROG COORD,COMPUT REPAIR	7	3
0301	Program and Data Specialist	7	1
0301	Program Monitor	7	1
0301	Program Specialist	7	6
0301	Program Specialist (Bilingual)	7	1
0301	RECEPTIONIST	7	1
0301	REGULATORY DOCKET SPECIALIST	7	1
0301	SERVICE CENTER REP	7	3
0301	SPECIAL ASSISTANT	7	6
0301	SPECIAL ASST	7	1
0301	STAFF ASSISTANT	7	8
0301	STAFF ASST	7	7
0301	Unemploy Comp Claims Exam	7	5
0301	Volunteer Services Assistant	7	1
0301	VOTER REGISTRATION SPEC	7	1
0301	Wage Withholding Specialist	7	2
0301	ADMINISTRATIVE ASSISTANT	6	1
0301	CUSTOMER SERVICE REP	6	1
0301	Dir Boards & Commissions	6	1
0301	Executive Assistant	6	1
0301	INFORMATION OPERATOR	6	5
0301	JUVENILE JUSTICE COMPLIANCE MO	6	1
0301	Legal Assistant (OA) (Court)	6	2
0301	Logistics Coordinator	6	1
0301	Member Services Supervisor	6	1
0301	Neighborhood Service Coordinat	6	1
0301	Neighborhood Services Coord.	6	1
0301	Policy Analyst	6	10
0301	PROG COORD,COMPUT REPAIR	6	2
0301	Quality Assurance Assistant	6	1
0301	Receptionist	6	1
0301	Senior Retirement Analyst	6	1
0301	Special Assistant	6	1
0301	SPECIAL ASST	6	3
0301	STAFF ASSISTANT	6	2
0301	ADMINISTRATIVE ASSISTANT	5	2

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0301	Community Service Representati	5	11
0301	CONSTITUENT SERVICE SPEC	5	1
0301	DEPUTY DIR,ADMINISTRATION	5	1
0301	Energy Program Clerk	5	1
0301	EXECUTIVE ASSISTANT	5	1
0301	EXECUTIVE ASST	5	1
0301	LEGISLATIVE INFO CLERK	5	1
0301	Outreach & Service Specialist	5	2
0301	Retirement Analyst/Calculator	5	1
0301	Special Assistant	5	3
0301	CAPITAL CITY FELLOW	4	28
0301	Community Outreach Specialist	4	1
0301	CONSTITUENT SERVICES COORDINAT	4	1
0301	Junior Retirement Analyst	4	2
0301	ADMINISTRATIVE ASSISTANT	3	1
0301	LEGISLATIVE ASSISTANT	3	1
0301	Scheduling Specialist	3	2
0301	Customer Service Representativ	2	1
0301	RECEPTIONIST	2	1
0301	Staff Assistant	2	6
0301	SUMMER INTERN	2	2
0301	CHIEF EXECUTIVE OFFICER	19	1
0301	CITY ADMIN	19	1
0301	Director Department of Health	19	1
0301	Chief Financial Officer	18	1
0301	CHIEF OPERATING OFFICER	18	1
0301	Director of Business Operation	18	1
0301	Executive Director	18	1
0301	Chairperson	17	1
0301	Commissioner	17	2
0301	DIR CAMPAIGN FINANCE	17	1
0301	EXECUTIVE DIR	17	4
0301	SECRETARY TO THE COUNCIL	17	1
0301	ACCOUNTABILITY MANAGER	16	1
0301	ADMIN	16	1
0301	ADMINISTRATOR (PARKING ENFORCEM	16	1
0301	ASSISTANT SECRETARY TO THE COU	16	1
0301	Associate Commissioner for Com	16	1
0301	Associate Commissioner For Ins	16	1
0301	Associate Commissioner For IT	16	1
0301	Asst Dir for Labor Standards	16	1
0301	Asst Dir for Procurement Suppo	16	1
0301	Asst Director (Performance Mgm	16	1
0301	BENEFITS ADMINISTRATOR	16	1
0301	Chief Administrative Officer	16	1
0301	Chief of Admin Operations	16	1
0301	Chief of Staff	16	3
0301	CHIEF OPERATING OFFICER	16	4
0301	Dep Dir for Ops and Admn Ser	16	1
0301	Dep Dir for Resource Alloc	16	1
0301	Dep Sup of Bus & Supt Scvs	16	1
0301	DEPUTY CHIEF TECH OFFICER	16	1
0301	Deputy Chief Technology Office	16	1
0301	Deputy Dir for Admin Services	16	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0301	Deputy Dir for Programs	16	1
0301	Deputy Director	16	4
0301	Deputy Director (Emergency)	16	1
0301	Deputy Director (Non-emergency)	16	1
0301	Deputy Director for Administra	16	1
0301	Deputy Director for Operations	16	2
0301	DEPUTY DIRECTOR FOR PROGRAMS &	16	1
0301	Deputy Director of Operations	16	1
0301	DIR FOR PLANNING	16	1
0301	DIR OF FRAUD	16	1
0301	DIR OF OPERATIONS	16	1
0301	Dir of Telecommunications	16	1
0301	Director of Risk Finance	16	1
0301	Director, Firearms & Toolmark	16	1
0301	Director, Office of Fiscal Ser	16	1
0301	Director, Office of Profession	16	1
0301	Dpty Exec Dir for Admin	16	1
0301	Dpty Exec Dir for Regulatory	16	1
0301	EXECUTIVE ASSISTANT	16	1
0301	EXECUTIVE DIR	16	2
0301	Executive Director for Corpora	16	1
0301	Executive Director for Strateg	16	1
0301	Executive Director, Office of	16	1
0301	Policy Manager	16	1
0301	Project Dir for Special Edu	16	1
0301	Protective Services Chief	16	1
0301	QUALITY ASSURANCE ANALYS OFR	16	1
0301	Senior Deputy Director	16	3
0301	SPECIAL ASSISTANT	16	1
0301	Sr.Dep Dir Ctr for Policy Plan	16	1
0301	STADIUM OPERATIONS MGR	16	1
0301	9-1-1 Coordinator	15	1
0301	ADMIN BUS & PROF	15	1
0301	ADMIN HRA	15	2
0301	ADMIN SRVS MGR	15	2
0301	ADMINISTRATIVE ASSISTANT	15	1
0301	Administrative Services Mngr	15	1
0301	Administrative Services Office	15	1
0301	ASSOC ADM (SOLID WASTE DISP)	15	1
0301	ASSOC ADMIN (SOLID WASTE ED &	15	1
0301	Assoc Admin (Street & Alley)	15	1
0301	ASSOC DIR	15	1
0301	ASSOC DIR COMP PLANNING	15	1
0301	ASSOC DIR FOR REVITALIZATION	15	1
0301	ASSOC DIR FOR WORKERS COMP	15	1
0301	ASSOC DIR STATE DATA CENTER	15	1
0301	ASST DIR	15	1
0301	Asst Dir Strategic Ops & Finan	15	1
0301	BUILDING & LAND REG ADMIN	15	1
0301	BUREAU CHIEF	15	6
0301	Bureau Chief Care Services Div	15	1
0301	Business Operations Manager	15	1
0301	Business Services Administrato	15	1
0301	Chief for Program Support Svs	15	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0301	Chief of Staff	15	8
0301	Chief of Surveillance Bureau	15	1
0301	Chief Ofc. of Grants Monitorin	15	1
0301	Chief Operating Officer	15	1
0301	Chief, Ofc of Strat Dev & Anal	15	1
0301	Chief, Operations Division	15	1
0301	CITY-WIDE PROGRAM SUPPORT MANA	15	1
0301	Clinical Director	15	1
0301	COMMISSION SECRETARY	15	1
0301	Committed Programs Director	15	1
0301	COMMITTEE CLERK	15	5
0301	COMMITTEE COUNSEL	15	1
0301	Communications Manager	15	1
0301	Community Relations Specialist	15	1
0301	Compliance & Review Officer	15	1
0301	CORRECTIONAL MGMT OFFICER EA	15	1
0301	Dep Assoc Comm for Insurance	15	1
0301	Dep Assoc Dir. for Transport.	15	2
0301	DEPUTY ADMIN	15	2
0301	Deputy Director for Administra	15	1
0301	Deputy Director for Operations	15	1
0301	Detained Programs Director	15	1
0301	DIR D C POLICE	15	1
0301	DIR FOR YOUTH	15	1
0301	DIR JUST GRANTS ADMIN	15	1
0301	DIR OF CONSUMER SRVS	15	1
0301	DIR OF MOTION PICTURE TV DEV	15	1
0301	DIR OF OPERATION & ADMIN	15	1
0301	Dir of Planning & Performance	15	1
0301	DIR OF THE OFFICE OF POLICY	15	1
0301	DIR OF VICTIM SRVS	15	1
0301	Dir, Ed Fin Svs & Prep Prog	15	1
0301	Dir, Special Ed Compliance Mon	15	1
0301	Dir, Student Transportation Se	15	1
0301	Director	15	2
0301	Director of Capital Constructi	15	1
0301	Director of Claims Opaerations	15	1
0301	Director of Communications & C	15	1
0301	Director, Communications & Mar	15	1
0301	Director, Nutrition Services	15	1
0301	Director, Research & Resource	15	1
0301	DRIVER SRVS ADMIN	15	1
0301	ELECTIONS OPERATIONS MANAGER	15	1
0301	Evidence Operations Supervisor	15	1
0301	Exec Secretariat (Board of Ed)	15	1
0301	EXECUTIVE ASSISTANT	15	2
0301	EXECUTIVE ASST	15	3
0301	FAC MGMT ADMIN	15	1
0301	facilities management officer	15	1
0301	Fatality Review Program Mgr	15	1
0301	Fleet Services Manager (Contra	15	1
0301	FUSION CENTER MANAGER	15	1
0301	GRANTS ADMIN	15	1
0301	GRANTS MGMT RES DEV OFFICER	15	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0301	HISTORIC PRESERVE PGM MGR	15	1
0301	HLTH INSURANCE POLICY ADVISOR	15	1
0301	Human Capital Administrator	15	1
0301	HUMAN CAPITAL DEV ADMIN	15	1
0301	Human Capital Manager	15	1
0301	HUMAN RESOURCES ADMIN	15	1
0301	MANAGEMENT & PROGRAM OFFICER	15	1
0301	Medical Director	15	1
0301	MEDICAL SRVS MGR	15	1
0301	MGMT SRVS OFFICER	15	1
0301	Operations Manager	15	1
0301	OPERATIONS MGR	15	2
0301	PGM ADMIN	15	1
0301	PGM MGR	15	1
0301	PGM SERVICE MGR	15	1
0301	PLACEMENT SERVICES ADMINISTRAT	15	1
0301	Planning & Performance Mgmt Of	15	1
0301	Plans and Preparedness Officer	15	1
0301	Policy & Sustainability Office	15	1
0301	POLICY ANALYST	15	2
0301	Program Manager	15	2
0301	Project Management Advisor	15	4
0301	PROJECT MGR INTERNATIONAL	15	1
0301	Protective Services Manager	15	1
0301	PUBLIC INFO OFFICER	15	1
0301	QUALITY IMPROVEMENT	15	1
0301	Rental Conversion & Sales Admi	15	1
0301	Research & Qual. Assur. Mgr.	15	1
0301	RESEARCH SPECIALIST	15	2
0301	Resource Alloc Anal Officer	15	1
0301	SANITATION SRVS PGM MGR	15	1
0301	SENIOR ADVISOR	15	1
0301	SENIOR DEV ZONING PLANNING	15	1
0301	Senior Historic Preservation S	15	1
0301	Spec Asst Programs & Budget An	15	1
0301	Special Assistant (Transition	15	2
0301	SPECIAL ASST	15	2
0301	SPECIAL PROJECTS OFFICER	15	1
0301	STRATEGIC PLAN PERF MGMT OFF	15	1
0301	Street & Bridge Maint Prog Mgr	15	1
0301	Supervisory Management Liaison	15	1
0301	Supervisory Policy Analyst	15	1
0301	Supervisory Project Manager	15	1
0301	Supv Mgmt Liaison Officer	15	1
0301	SUPV ZONING SPEC	15	1
0301	Telecommunications Manager	15	1
0301	Traffic Systems Maint. Mgr.	15	1
0301	Trng and Emerg Exercise Off	15	1
0301	Vehicle Services Administrator	15	1
0301	Vital Records Officer Registra	15	1
0301	ZONING SPEC	15	1
0301	Accountability Coordinator	14	1
0301	ADMIN CONSTR PROJECT OFFICER	14	1
0301	ADMIN SUPPORT SRVS MGR	14	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0301	ADOPTIONS PGM MGR	14	1
0301	Appeals Board Member	14	1
0301	Associate Ombudsman	14	1
0301	ASST DIR SEC LICENSING	14	1
0301	Asst. City-wide Program Suppor	14	1
0301	BUDGET OFFICER	14	1
0301	CAPITAL BUDGET ANALYST	14	1
0301	Chief Vital Records Division	14	1
0301	CHIEF CHARITABLE GAMES & LIC	14	1
0301	CHIEF INFO OFFICER	14	1
0301	Chief of Marketing	14	1
0301	Chief of Staff	14	1
0301	CIVIL ENGINEER	14	1
0301	Collaborative Liaison Manager	14	1
0301	COMMITTEE CLERK	14	2
0301	COMMITTEE CLERK (ED)	14	1
0301	COMPLIANCE OFFICER	14	1
0301	COMPLIANCE REVIEW OFFICER	14	1
0301	COMPLIANCE REVIEW PGM MGR	14	1
0301	COMPUTER SPECIALIST	14	1
0301	CONSUMER SRVS OFFICER	14	1
0301	COORD,FLEET MAINTENANCE	14	1
0301	Corporate Integrity Agreement	14	1
0301	Critical Infrastructure Spec	14	1
0301	Customer Service Manager	14	1
0301	Customer Svs Program Officer	14	1
0301	Dep Associate Administrator	14	2
0301	DEPUTY CHIEF OF STAFF	14	1
0301	Deputy Clinical Director	14	1
0301	Deputy Director	14	1
0301	Deputy Director for Operations	14	1
0301	DEV REVIEW SPEC	14	4
0301	DevelopDevelopment Review Spec	14	2
0301	DIR OF CONSUMER &	14	1
0301	Dir, Revenue Bond-Enterprise	14	1
0301	DIR. OF OPERATIONS	14	1
0301	DIRECTOR	14	1
0301	Director for LaShawn Accountab	14	1
0301	Director of Business Operation	14	1
0301	Director of Management Operati	14	1
0301	DIRECTOR, DC GOVT OPNS	14	1
0301	Diversity Manager	14	1
0301	Diversity Program Manager	14	1
0301	Domestic Violence Program Coor	14	1
0301	Economic Transportation Analys	14	1
0301	Emergency Mgmt Change Officer	14	1
0301	EMERGENCY OPERATION SPEC	14	1
0301	EMERGENCY PREPAREDNESS OFR	14	1
0301	ENVIRONMENTAL REVIEW COOR	14	1
0301	EQUIPMENT & SUPPLIES MGR	14	1
0301	EXECUTIVE ASSISTANT	14	2
0301	EXECUTIVE ASST	14	3
0301	EXECUTIVE DIR	14	4
0301	FACILITIES OPERATIONS LIAISON	14	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0301	Facility Management and Suppor	14	1
0301	FINANCIAL MANAGER	14	1
0301	FINGERPRINT ANALYSIS MGR	14	1
0301	Forensic Svcs Advisor Liaison	14	1
0301	GEO INFO SYSTEM ANALYST	14	1
0301	GEOGRAPHIC INFO SYS PGM MGR	14	1
0301	GIS Spec (Spat Data Sys/GIS)	14	1
0301	GRANT PGM MGR	14	1
0301	GRANTS ADMINISTRATOR	14	1
0301	Grants Program Manager	14	1
0301	Green Building Specialist	14	1
0301	HEARING EXAMINER	14	1
0301	HIGHWAY SAFETY PGM OFFICER	14	1
0301	HLTH SRVS PGM	14	1
0301	Human Resources Manager (Compe	14	1
0301	Human Resources Manager (Empl	14	1
0301	Human Resources Manager (Recru	14	1
0301	INFORMATION AND PRIVACY OFFICE	14	1
0301	INSPECTIONS OFFICER	14	1
0301	INSURANCE LICENSING SPEC MGR	14	1
0301	INSURANCE OPR PGM MGR	14	1
0301	INTERGOV LIAISON	14	1
0301	LABOR & EMPLOYEE REL. LIAISON	14	1
0301	Labor Relations Advisor	14	1
0301	Language Access Program Dir	14	1
0301	Legal Adm Spec (Rtn to Wk Prog	14	1
0301	LEGISLATIVE AFFAIRS ANALYST	14	1
0301	LEGISLATIVE AFFAIRS SPEC	14	1
0301	Legislative Affairs Specialist	14	1
0301	Legislative and Policy Analyst	14	1
0301	LEGISLATIVE ASSISTANT	14	1
0301	Legislative Officer	14	1
0301	Management Liaison Officer	14	2
0301	Marketing Specialist	14	1
0301	Medicaid Waiver Program Coord	14	1
0301	MGMT LIAISON SPEC	14	1
0301	MGR JOB ANALYSIS	14	1
0301	MGR MEHH	14	1
0301	Operations Manager	14	1
0301	OPERATIONS MGR	14	2
0301	PAYMENT CENTER MANAGEMENT	14	1
0301	Performance Manager	14	1
0301	Permit Center Manager	14	1
0301	PGM MGR	14	2
0301	PGM MGR PROPERTY	14	1
0301	PLANNING & DESIGN OFFICER	14	1
0301	Planning Research Program Mana	14	1
0301	POLICY & PLANNING PRG MGR	14	1
0301	POLICY & PROJECT OFFICER	14	2
0301	Policy Analyst	14	6
0301	Program & Grants Manager	14	1
0301	PROGRAM MANAGER	14	7
0301	Program Manager (Case Manageme	14	1
0301	PROJECT MANAGER	14	8

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0301	PROJECT MGR	14	1
0301	Project Specialist	14	1
0301	PROPERTY MGR SPEC	14	1
0301	Protect Svcs Ofr-Security Mgnt	14	1
0301	PROTECTIVE SRVS OFR FOR LAW	14	2
0301	PUBLIC INFO OFFICER	14	1
0301	PUBLIC POLICY ANALYST	14	2
0301	PUBLIC RECORDS ADMIN	14	1
0301	public safety manager	14	1
0301	PUBLIC SPACE MGR	14	1
0301	QA & ANALYSIS OFFICER	14	1
0301	QA PGM	14	1
0301	RECORDS & SYSTEMS MGR	14	1
0301	Records Info and Privacy Ofc	14	1
0301	REGISTRAR OF VOTERS	14	1
0301	RESEARCH ASSISTANT	14	1
0301	Research Development Project M	14	1
0301	RESEARCH SPECIALIST	14	1
0301	RESOURCE&LOG SUPPORT MGR	14	1
0301	Resources Alloc Analysis Off	14	2
0301	Revenue Maximization Program M	14	1
0301	RISK MGR	14	1
0301	Senior Fatality Review Prog Sp	14	1
0301	SENIOR POLICY ANALYST	14	1
0301	Senior Project Manager (Capita	14	1
0301	SOCIAL WORK PGM MGR	14	1
0301	Spec Asst for Cust Relations	14	1
0301	Special Assistant	14	20
0301	SPECIAL PROJECT COOR	14	3
0301	SPECIAL PROJECTS COORDINATOR	14	1
0301	Strategic and Communications S	14	1
0301	STRATEGIC PGM SPEC	14	1
0301	SUBSTANCE ABUSE PGM SPEC	14	1
0301	SUPERVISOR QUALITY IMPROVEMENT	14	1
0301	Supervisory Management Liaison	14	1
0301	Supervisory Program Monitor	14	1
0301	Supervisory Program Specialist	14	1
0301	SUPERVISORY ZONING SPECIALIST	14	1
0301	SUPV LABOR RELATIONS COOR	14	1
0301	SUPV MGMT LIAISON SPEC	14	1
0301	SUPV REG LEGISL PROM SPEC	14	1
0301	SUPV SPEC PROJECT OFFICER	14	1
0301	Supv Traffic Operations Mngr,	14	1
0301	SUPVY ADMIN SERVICE SPEC	14	1
0301	Supvy Comm Officer (Comm Dir.)	14	1
0301	SUPVY INTELLIGENCE ANALYST	14	1
0301	Supvy Law Enforcement Analyst	14	1
0301	SUPVY MAINTENANCE & OP PLANNR	14	1
0301	Supvy Management Liaison Spec	14	2
0301	Supvy Mgmt Liaison Specialist	14	1
0301	TELECOMMS SPEC	14	11
0301	TRAINING ADMINISTRATOR	14	1
0301	TRAINING PGM MGR	14	1
0301	TRANS, TERMINAL MANAGER	14	3

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0301	Transfer Operations Manager	14	1
0301	TRANSPORTATION LIAISON	14	1
0301	VEHICLE CONTROL OFFICER	14	1
0301	VOLUNTEER SRVS PGM MGR	14	1
0301	ABANDONED VEHICLE PROGRAM MGR	13	1
0301	ADMIN ASST	13	1
0301	ADMIN MGMT	13	1
0301	ADMIN MGMT OFFICER	13	2
0301	ADMIN SRVS OFFICER	13	1
0301	Admin. Svcs Program Supervisor	13	1
0301	ADMINISTRATIVE ASSISTANT	13	2
0301	Administrative Issuance Specia	13	1
0301	Administrative Mgmt Officer	13	1
0301	ADMINISTRATIVE SPECIALIST	13	4
0301	ADMINISTRATIVE SUPPORT SPEC	13	1
0301	Administrative Support Special	13	2
0301	APPLICATIONS OFFICER	13	1
0301	Aquatics Program Manager	13	1
0301	Assistant Operations Manager	13	1
0301	ASST DIR ARTS & HUMANITIES	13	1
0301	Business Development Coordinat	13	1
0301	Business Operations Specialist	13	1
0301	BUSINESS SRVS PGM MGR	13	1
0301	Call Center Operations Mgr	13	1
0301	Capital Project Specialist	13	1
0301	Capital Projects Specialist	13	1
0301	Care Assessment Specialist	13	1
0301	Charter Implementation Special	13	1
0301	CHIEF OF LOTTERY DRAW	13	1
0301	CHIEF OF STAFF	13	2
0301	CHILD CARE PGM SPEC	13	1
0301	Child Fatality Review Spec	13	1
0301	Claims Specialist	13	1
0301	COMM RELATIONS OFFICER	13	1
0301	COMM SPEC	13	1
0301	COMMITTEE CLERK	13	1
0301	COMMUNICATIONS DIRECTOR	13	1
0301	COMMUNITY DEV RESOURCE SPEC	13	1
0301	COMMUNITY DEVELOPMENT SPEC	13	1
0301	Community Grants Coord	13	1
0301	Community Outreach Specialist	13	2
0301	COMMUNITY RELATIONS PGM	13	1
0301	Community Services Manager	13	1
0301	Compensation Claims Specialist	13	1
0301	COMPUTER SPECIALIST	13	1
0301	Consumer Complaint and Griev S	13	1
0301	Consumer Outreach Officer	13	1
0301	CONSUMER PROTECTION ADVOCATE	13	1
0301	CONTRACT COMPLIANCE OFFICER	13	1
0301	CONTRACT MONITOR MGR	13	1
0301	CORPORATIONS PGM MGR	13	1
0301	Customer Relations Officer	13	1
0301	CUSTOMER SERVICE ANALYST	13	1
0301	Customer Service Supervisor	13	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0301	Customer Services Program Spec	13	1
0301	DECISION SUPPORT ANALYST	13	1
0301	Demographic Specialist	13	1
0301	Deputy Chief of Operations	13	1
0301	DEVELOPMENT REVIEW SPEC	13	2
0301	Development Review Specialist	13	2
0301	DIR. LEGISLATIVE SRVS	13	1
0301	DIRECTOR FOR COMMUNITY OUTREAC	13	1
0301	DIRECTOR OF COMMUNICATIONS	13	1
0301	Director of Public Affairs	13	1
0301	DIRECTOR OF YOUTH PROGRAMS	13	1
0301	Directpr of Consumer Affairs	13	1
0301	Drug & Alcohol Program Coord	13	1
0301	Economic Development Program S	13	2
0301	EDITING SYSTEMS SPEC	13	1
0301	Educational Licensure Prgm Mgr	13	1
0301	Emergency Mgmt Prog Spec	13	1
0301	EMERGENCY PREPAREDNESS/EXERCIS	13	1
0301	Employ Mgr (Evid-Based Pract S	13	1
0301	ENERGY MGMT PGM SPEC	13	1
0301	ENVIRONMENT PUBLIC PGM COOR	13	1
0301	EQUAL EMPL OPPOR PROG SPEC	13	1
0301	Executive Assistant	13	11
0301	EXECUTIVE ASST	13	8
0301	EXECUTIVE DIR	13	2
0301	FACILITIES AND SPACE MGT SPEC	13	2
0301	FACILITY PLANNER	13	1
0301	FINANCIAL ANALYST	13	1
0301	Fleet Maint. & Repair Suprvsr	13	1
0301	FLEET MAINTENANCE	13	1
0301	Grants Management Specialist	13	3
0301	GRANTS MGMT SPEC	13	2
0301	Grants Program Specialist	13	1
0301	Hazardous Mitigation Manager	13	1
0301	Homeland Security Coord.	13	1
0301	Homeownership Program Speciali	13	1
0301	Housing Code Enforce. Officer	13	1
0301	Housing Provider Ombudsman	13	1
0301	HUMAN RESOURCES SPEC	13	1
0301	HUMAN SRVS PGM MGR	13	10
0301	INFO TECH SPEC	13	1
0301	INTRGOVTMNTL AFFAIRS SPEC	13	1
0301	IRP Program Coordinator	13	1
0301	Juvenile Fire Setters Counselo	13	1
0301	LABOR RELATIONS & WORKFORCE	13	1
0301	Labor Relations Advisor	13	1
0301	Legislative & Regul. Analyst	13	1
0301	Legislative Affairs Specialist	13	2
0301	LEGISLATIVE ANALYST	13	3
0301	LEGISLATIVE ASSISTANT	13	2
0301	LEGISLATIVE ASST	13	1
0301	LEGISLATIVE COUNSEL	13	1
0301	LEGISLATIVE RESEARCH SPEC	13	1
0301	License Operations Coord.	13	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0301	LITIGATION CLAIMS SPEC	13	1
0301	Lottery Product Manager	13	1
0301	Management Liaison Spec	13	3
0301	Management Liaison Specialist	13	11
0301	Manager, Athletic Field Maint	13	1
0301	Medicaid Claims Specialist	13	1
0301	MGMT INFO COOR	13	1
0301	MGMT LIAISON SPEC	13	4
0301	MTMG LIAISON SPECIALIST	13	1
0301	Notary & Authentications Offic	13	1
0301	Operations Manager	13	3
0301	OPERATIONS MGR	13	2
0301	Operations Support Manager	13	1
0301	Outpatient Consu Bus Mgr	13	1
0301	Partnerships Director	13	1
0301	Permit Ctr. Oper. Supervisor	13	1
0301	PERMIT HEARINGS MGR	13	1
0301	PERMITS TRANSACTIONS OFFICER	13	1
0301	PGM DEV AND EVALUATION MGR	13	1
0301	PGM MGR	13	2
0301	PGM SPEC	13	5
0301	PHYSICIAN ASSISTANT	13	1
0301	PLANNING SPECIALIST	13	3
0301	POLICY ANALYST	13	5
0301	POLICY ANALYST MEDICAID	13	3
0301	POLICY COOR	13	1
0301	POLICY SPEC	13	3
0301	Priv & Home Sch Spec	13	1
0301	Prog Mgr (CACFP)	13	1
0301	Program Coordinator	13	1
0301	Program Coordinator (Genereal	13	1
0301	Program Development Specialist	13	1
0301	Program Manager	13	3
0301	Program Manager (Judicial Revi	13	1
0301	PROJECT COOR	13	15
0301	Project Coordinator	13	1
0301	Project Coordinator (DTN)	13	1
0301	Project Management Program Spe	13	1
0301	Project Management Specialist	13	2
0301	Project Manager	13	2
0301	Project Manager (Capital Proje	13	3
0301	PROJECT MGR	13	4
0301	PROJECT OFFICER	13	1
0301	Regulatory Docket Manager	13	1
0301	Rental Property Program Spec	13	2
0301	RESEARCH & INFO SPEC	13	2
0301	RESEARCH SPECIALIST	13	8
0301	Resource Allocation Analyst	13	1
0301	RESOURCE DEVELOPMENT SPEC	13	1
0301	Risk Management Coordinator	13	2
0301	Risk Management Specialist	13	1
0301	Risk Manager	13	2
0301	RISK MGMT SPEC	13	1
0301	ROADWAY MAINTENANCE SUPV	13	3

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0301	SALES MANAGER	13	1
0301	SENIOR INSURANCE OPER SPEC	13	1
0301	SENIOR INSURANCE OPR SPEC	13	1
0301	Senior Victim Specialist	13	1
0301	Service Center Manager (DMV)	13	1
0301	SERVICE CENTER MANAGER DRIVER	13	2
0301	SERVICE CENTER MANAGER VEHICLE	13	2
0301	SOFTWARE TECHNICIAN	13	1
0301	SOLID WASTE CONTROL OFFICER	13	1
0301	Special Assistant	13	11
0301	SPECIAL ASSISTANT FOR LABOR RE	13	1
0301	SPECIAL ASST CEREMONIAL SERV	13	1
0301	SPECIAL PROJECTS COORDINATOR	13	2
0301	STAFF ASST	13	2
0301	Staff Development Officer	13	1
0301	Strategic Development Speciali	13	1
0301	Strategic Program Spec	13	1
0301	Superisory Medicaid Claims Spe	13	1
0301	Supervisory Banking Licensing	13	1
0301	Supervisory Family Team Meetin	13	3
0301	Supervisory Housing Coordinato	13	1
0301	Supervisory Independent Living	13	1
0301	Supervisory Inventory and Spac	13	1
0301	Supervisory Management Liaison	13	2
0301	Supervisory Management Service	13	1
0301	Supervisory Planning Advisor	13	1
0301	Supervisory Policy advisor	13	1
0301	Supervisory Program Monitor	13	2
0301	SUPERVISORY PRORAM MONITOR	13	1
0301	Supervisory User Support Analy	13	1
0301	SUPV ADMIN	13	1
0301	SUPV ADMIN REVIEW SPEC	13	1
0301	SUPV AIDS INFO SPEC	13	1
0301	SUPV CFR SPEC	13	1
0301	SUPV CLINICAL SUPPORT SPEC	13	1
0301	SUPV CONSUMER SPEC BIL	13	1
0301	SUPV HLTH CARE SPEC	13	1
0301	SUPV INT COMP PGM SPEC	13	1
0301	SUPV LIAISON SPEC	13	1
0301	SUPV PGM MONITOR	13	4
0301	SUPV QUALITY CONTROL EXAM	13	1
0301	SUPV RESOURCE DEVELOPMENT SPEC	13	8
0301	SUPV THERAPEUTIC	13	1
0301	SUPVY ADMIN SERVICES SPEC	13	1
0301	Supvy Energy Prog Specialist	13	1
0301	Supvy Services Mgmt Spec	13	1
0301	Surface Permitting Manager	13	2
0301	TRAINING SPEC	13	1
0301	TRANS,ASST TERMINAL MGR	13	1
0301	TRANS,TERMINAL MANAGER	13	3
0301	VEH INSPECTR & EMIS SAFTY MGR	13	1
0301	VEHICLE CONTROL OFFICER	13	1
0301	Watch Commander	13	2
0301	Web Content Manager	13	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0301	Youth Leadership Dev Officer	13	1
0301	ZONING SPEC	13	3
0301	ADMIN OFFICER	12	1
0301	ADMIN PGM COOR	12	1
0301	ADMIN REVIEW SPEC	12	6
0301	ADMIN REVIEW SPECIAL	12	2
0301	ADMIN SPEC	12	3
0301	ADMIN SUPPORT SPEC	12	1
0301	Administrative and Organizatio	12	1
0301	Administrative Compliance Spec	12	1
0301	Administrative Specialist	12	2
0301	Administrative Support Supervi	12	1
0301	Agency Telephone Coordinator	12	1
0301	ASST AQUATICS PGM MGR	12	1
0301	Asst Watch Commander	12	18
0301	AUTOCAD SPEC	12	1
0301	Bicycle Program Specialist	12	1
0301	BUSINESS CERT SPEC	12	1
0301	CASE COOR	12	3
0301	Chief, Customer Service	12	1
0301	CHILD FATALITY REVIEW	12	2
0301	CLAIMS ADJUSTOR	12	1
0301	CLAIMS SPEC	12	5
0301	CLINIC MGR	12	2
0301	CLINICAL SPEC	12	2
0301	Collaborative Liaison Communit	12	1
0301	Comm Emerg Trng & Exercise Spe	12	1
0301	Communications Specialist	12	2
0301	Community Development Resource	12	1
0301	COMMUNITY OUTREACH SPEC	12	1
0301	COMMUNITY SERVICE REP BIL	12	5
0301	Complaint Coordinator	12	1
0301	CONSTITUENT SERVICES COORDINAT	12	1
0301	Constituent Services Manager	12	1
0301	CONSTITUENT SERVICES SPEC	12	1
0301	COORDINATOR (EG)	12	1
0301	Correspondence and Infor Spec	12	1
0301	Court & Streicher Monitoring S	12	1
0301	COURT ASCENDANCE SPEC	12	1
0301	CUSTOMER RELATIONS REPRESENTAT	12	1
0301	Customer Service Manager	12	1
0301	CUSTOMER SERVICE PGM MGR	12	1
0301	CUSTOMER SERVICE SPEC	12	3
0301	Customer Svcs Program Speciali	12	1
0301	Data Information Spec	12	1
0301	Development Review Specialist	12	1
0301	DOMESTIC VIOLENCE SPEC	12	1
0301	EDUCATION OUTREACH PROGRAM SPE	12	1
0301	EDUCATION RESOURCE SPEC	12	2
0301	ELECTION SUPPORT SPEC	12	1
0301	ELL Program Specialist	12	1
0301	Emergency Management Spec.	12	1
0301	Emergency Ops & Info Spec	12	1
0301	EMERGENCY PLANNING SPEC	12	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0301	EMERGENCY PREP RESEARCH ANYST	12	1
0301	ENERGY PROGRAM SPECIALIST	12	3
0301	Environmental Services Spec.	12	1
0301	EXECUTIVE ASSISTANT	12	19
0301	EXECUTIVE ASSISTANT (EG)	12	1
0301	EXECUTIVE ASST	12	25
0301	Facilities Coordinator	12	1
0301	FAMILY LIAISON SPEC	12	1
0301	FINANCIAL ASST COOR	12	1
0301	FIREARMS IDENTIFICATION SPEC	12	2
0301	FISHERY LICENSURE COOR	12	1
0301	Fleet Manager	12	1
0301	FLEET PGM SPEC	12	1
0301	FOOD PGM SPEC	12	4
0301	Forensic Evidence Specialist	12	1
0301	Freedom of Info Spec	12	1
0301	Freedom of Information Spec	12	1
0301	FUEL MGMT OFFICER	12	1
0301	GRANT MGMT SPEC	12	1
0301	GRANTS ANALYST	12	2
0301	Grants Coordinator	12	2
0301	Grants MAnagement Specialist	12	4
0301	GRANTS MGMT SPEC	12	1
0301	Health Program Specialist	12	1
0301	HEARING OFFICER	12	1
0301	HEARING REP	12	2
0301	Highway Safety Specialist	12	1
0301	HISPANIC PGM SPEC	12	1
0301	Homeless Program Specialist	12	1
0301	HOUSING & DEV PGM SPEC	12	1
0301	HR GENERALIST (EE/LABOR RELAT)	12	2
0301	HUMAN RESOURCES SPEC	12	3
0301	HUMAN RESOURCES SPECIALIST	12	1
0301	HUMAN SRVS LICENSE SPEC	12	2
0301	HUMAN SRVS LICENSING SPEC	12	1
0301	HUMAN SRVS PGM SPEC	12	2
0301	ICPC SPEC	12	3
0301	INFORMATION SPECIALIST	12	2
0301	INS OPERATIONS SPEC	12	2
0301	INSPECTOR PGM SPEC	12	1
0301	INSURANCE LICENSE SPEC	12	2
0301	INSURANCE OPERATIONS SPEC	12	1
0301	INTAKE HOTLINE WORKER	12	4
0301	INTERSTATE COMPACT	12	1
0301	INTERSTATE COMPACT PGM	12	1
0301	INTERSTATE COMPACT PGM SPEC	12	3
0301	INVEST FRAUD	12	1
0301	Invoice Verification Coordinat	12	1
0301	LABOR MARKET INFO SPEC	12	1
0301	Labor Market Info Specialist	12	2
0301	LABOR RELATIONS COOR	12	2
0301	legal assistant	12	1
0301	Legislative Comm Affs Advisor	12	1
0301	LEGISLATIVE & GRANTS MGR	12	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0301	LEGISLATIVE AFFAIRS SPECIALIST	12	1
0301	LEGISLATIVE ANALYST	12	1
0301	LEGISLATIVE ASSISTANT	12	1
0301	LEGISLATIVE ASST	12	2
0301	Legislative Specialist	12	1
0301	Licensing Services Spec	12	1
0301	Licensure Operations Analyst	12	1
0301	LOTTERY PRODUCT DEVELOPER	12	1
0301	Management Liaison Spec	12	3
0301	Management Liaison Specialist	12	14
0301	Managment Liaison Specialist	12	1
0301	MEDIATION SPEC	12	1
0301	MEDICAL LIAISON OFFICER	12	1
0301	MGMT LIAISON SPEC	12	8
0301	Mobilization Prog. Coordinator	12	1
0301	Neighborhood Maintenance Coord	12	1
0301	NOTARY & AUTHENTICATION SPEC	12	1
0301	nTCM Technical Liaison	12	1
0301	ONSITE SPECIAL OPERATION COOR	12	1
0301	Operations Supervisor	12	1
0301	Operations Support Specialist	12	1
0301	Outreach Coordinator	12	1
0301	PGM ANALYST	12	1
0301	PGM COOR	12	3
0301	PGM MONITOR	12	19
0301	PGM SPEC	12	7
0301	PLANNING AND OPERATIONS SPECIA	12	1
0301	Policy Analyst	12	2
0301	Program Coord (Bilingual)	12	1
0301	Program Coordinator	12	1
0301	Program Coordinator (Bilingual	12	1
0301	Program Manager	12	1
0301	Program Specialist	12	21
0301	PROGRAM SUPPORT SPECIALIST	12	3
0301	PROJECT COOR	12	13
0301	Project Coordinator	12	3
0301	PUBLIC SPACE COMMITTEE COOR	12	1
0301	Public Space Coordinator	12	1
0301	QSR & CASE PRACTICE SPECIALIST	12	1
0301	QUALITY SERVICE REVIEW	12	2
0301	Record Mgmt Specialist	12	1
0301	Records Management Specialist	12	2
0301	RECORDS MGMT SUPV	12	1
0301	RECYCLING PGM OFFICER	12	1
0301	Rental Conversion Specialist	12	3
0301	RESEARCH ANALYST	12	1
0301	RESEARCH ASSISTANT	12	1
0301	RESEARCH SPECIALIST	12	6
0301	Resident Relocation Specialist	12	1
0301	Residential Rehabilitation Speci	12	3
0301	RESIDENTIAL SPECIALIST	12	2
0301	RESOURCE DEVELOPMENT SPEC	12	27
0301	RETIREMENT SYSTEMS SPEC	12	2
0301	Securities Licensing Spec.	12	2

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0301	SENIOR LEGISLATIVE ANALYST	12	1
0301	Senior Sales Representative	12	1
0301	Service Management Specialist	12	1
0301	SOLID WASTE INSPECTION OFFICER	12	1
0301	Spec Emphasis Prgm Coor Bil	12	1
0301	Special Assistant	12	11
0301	SPECIAL ASST	12	4
0301	Special Events Coordinator	12	1
0301	Special Projects Coordinator	12	1
0301	Staff Assistant	12	25
0301	STAFF ASST	12	5
0301	STATE EMS TRAINING COOR	12	1
0301	SUBSTANCE ABUSE SPEC	12	2
0301	Supervisory Data Analysis Liai	12	1
0301	Supervisory Records Management	12	1
0301	SUPPORT SRVS SPEC	12	1
0301	SUPV PGM COOR TAPIT	12	1
0301	Supv Program Specialist	12	1
0301	SUPV QUALITY CONTROL EXAM	12	1
0301	SUPV SOLID WASTE INSPECTR OFR	12	1
0301	SUPV SUPPORT SRVS SPEC	12	1
0301	Supvy Business License Spec	12	1
0301	Supvy Comm Outreach Coord	12	1
0301	SUPVY PARKING OPERATION SPEC	12	1
0301	SUPVY QUALITY CONTROL EXAMINR	12	1
0301	SVC & MECHANIC TRADES OFFICER	12	1
0301	TECH PGM SPEC	12	1
0301	TRANS,ACCIDENT INVESTIGAT	12	1
0301	TRANS,ASST TERMINAL MGR	12	8
0301	TRANS,TERMINAL MANAGER	12	10
0301	Treatment Team Coordinator	12	1
0301	USER SUPPORT ANALYST	12	1
0301	UTILITY MGMT PGM SPEC	12	1
0301	VEHICLE ACQUISITION PGM SPEC	12	1
0301	Victim Specialist	12	2
0301	Victim Svcs Program Spec	12	1
0301	VOCATIONAL REHAB SPEC	12	1
0301	VOLUNTEER COOR	12	1
0301	VOLUNTEER SRVS COOR	12	1
0301	WAGE PAYMENT COLLECTION SPEC	12	1
0301	Youth Workforce Dev Spec	12	1
0301	ACTING COMMUNICATIONS DIRECTOR	11	1
0301	ADMIN COOR	11	1
0301	ADMIN SPEC	11	1
0301	ADMIN SUPPORT SPEC	11	2
0301	ADMINISTRATIVE ASSISTANT	11	4
0301	Administrative Support Special	11	2
0301	Advance Life Support Coordinat	11	1
0301	ANC Staff Assistant	11	1
0301	Arts Program Coordinator	11	3
0301	Banking Licensing Specialist	11	1
0301	BUSINESS COMPLIANCE SPEC	11	1
0301	CHIEF BENEFITS OFFICER	11	1
0301	CHIEF OF STAFF	11	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0301	Child Fatality Review Informat	11	1
0301	CLAIMS ADJUDICATOR	11	4
0301	Claims Specialist	11	1
0301	CLINICAL SUPPORT	11	1
0301	COMM RELATIONS SPEC	11	1
0301	COMMUNITY OUTREACH COOR	11	5
0301	COMMUNITY OUTREACH SPEC	11	1
0301	Community Outreach Specialist	11	2
0301	Community Resources Advisor	11	1
0301	COMPUTER TESTING COOR	11	1
0301	CONSTITUENT SERVICES DIRECTOR	11	1
0301	CONSUMER SPEC	11	1
0301	CONSUMER SPEC MEDIATOR	11	1
0301	Coordinator (FTM)	11	1
0301	Correspondence Mgnt Spec	11	1
0301	COURT LIAISON SPEC	11	1
0301	Crime Analyst	11	7
0301	CUSTOMER SERVICE REP	11	1
0301	CUSTOMER SERVICE REPRESENTATIV	11	1
0301	Dep Dir, Operations & Maintena	11	1
0301	Dep Supt of Education Excellen	11	1
0301	DEPUTY MAYOR	11	1
0301	DEPUTY MAYOR PLAN ECON DEV	11	1
0301	Director of Constituent Servic	11	1
0301	DISCIPLINARY COMPLIANCE SPEC	11	1
0301	DRUG & EMPLOYEE PGM SPEC	11	1
0301	Economic Development Prog Spec	11	1
0301	EMERGENCY OPERATION INFO SPEC	11	1
0301	Emergency Operations&Info Spec	11	1
0301	EMERGENCY OPERATOR INFO SPEC	11	1
0301	EMERGENCY OPERATOR SPEC	11	1
0301	ENERGY PROGRAM SPECIALIST	11	12
0301	ENVIRONMENTAL PGM SPEC	11	2
0301	Event Manager	11	2
0301	Executive Assistant	11	4
0301	EXECUTIVE ASST	11	5
0301	Executive Director	11	1
0301	Facility Support Manager	11	1
0301	FIREARMS IDENTIFICATION SPEC	11	1
0301	Fleet Program Specialist	11	1
0301	FLEET SERVICE	11	2
0301	FOOD PGM SPEC	11	1
0301	Food Program Specialist	11	1
0301	GEOGRAPHIC INFORMATION SYSTEMS	11	2
0301	GRANTS MGMT SPEC	11	1
0301	Grants Program Specialist	11	2
0301	Health Licensing Specialist	11	2
0301	HIGH RISK PGM COOR	11	1
0301	HISTORIC PRESERVATION SPECIALI	11	2
0301	HLTH LICENSING SPEC	11	3
0301	Housing Program Specialist	11	1
0301	Independent Living Specialist	11	3
0301	INSPECTION PGM SPEC	11	1
0301	INSPECTOR IONAL PGM SPEC	11	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0301	INSURANCE LICENSING SPEC	11	2
0301	Insurance Operations Spec.	11	2
0301	Intake Hotline Worker	11	4
0301	Interim Director	11	2
0301	Intern Coordinator	11	1
0301	INVENTORY & SPACE MGMT	11	2
0301	INVESTIGATIVE ASST	11	1
0301	Invoice Verification Coordinat	11	2
0301	Law Enforcement Analyst	11	3
0301	Lead-based Paint Specialist	11	1
0301	LEGISLATIVE ASSISTANT	11	1
0301	LEGISLATIVE DIRECTOR	11	1
0301	Legislative Research Specialis	11	1
0301	LICENSING SPEC	11	5
0301	LOTTERY DRAW SPEC	11	2
0301	Lottery Draw Specialist	11	1
0301	Management Liaison Specialist	11	7
0301	Market Research Analyst	11	1
0301	Medicaid Specialist	11	1
0301	MEDICAID WAIVER PGM SPEC	11	1
0301	MGMT LIAISON SPEC	11	4
0301	MGMT SUPPORT SPEC	11	1
0301	OFFICE MGR	11	1
0301	Ombudsman Specialist	11	1
0301	OPERATIONS ANALYST	11	1
0301	OPERATIONS ASSISTANT	11	1
0301	Organizational Development Spe	11	1
0301	Parking Operations Specialist	11	2
0301	Permits Officer	11	2
0301	PGM ANALYST	11	1
0301	PGM ASST	11	5
0301	PGM COOR	11	3
0301	PGM MONITOR	11	6
0301	PGM SPEC	11	11
0301	PGM SUPPORT SPEC	11	9
0301	PLANS REVIEW COOR	11	4
0301	POLICY ADVISOR	11	1
0301	Policy Analyst	11	1
0301	PROGRAM COORDINATOR	11	8
0301	PROGRAM MANAGER	11	1
0301	Program Monitor	11	2
0301	PROGRAM SPEC TAG	11	2
0301	Program Specialist	11	9
0301	Program Support Spec. (Bil.)	11	2
0301	Program Support Specialist	11	17
0301	PROJECT COORDINATOR	11	2
0301	Property Management Specialist	11	1
0301	PROTECTIVE SERVICE PGM SPEC	11	1
0301	PUBLIC AFFAIRS SPEC	11	1
0301	REG DOCKET SPEC	11	1
0301	Regulatory Affairs Specialist	11	1
0301	RESEARCH SPECIALIST	11	1
0301	RESOURCE DEVELOPMENT SPEC	11	6
0301	Sales Representative (Billingu	11	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0301	Sales Representative (English)	11	2
0301	Sales Representative (Spanish)	11	1
0301	SEC REGISTRATION SPEC	11	1
0301	SECRETARY TYPING	11	1
0301	SERVICE MGMT SPEC	11	3
0301	SPECIAL ASSISTANT	11	2
0301	Special Needs Liaison	11	1
0301	STAFF ASSISTANT	11	118
0301	STAFF ASST	11	14
0301	SUBSIDY ELIGIBILITY SPEC	11	1
0301	Substance Abuse Specialist	11	1
0301	SUPERVISOR PROP CONTROL SPEC	11	1
0301	Support Services Specialist	11	1
0301	SUPV PGM COOR	11	3
0301	Supv Records and Data Mgmt Spe	11	1
0301	SUPVY COMMUNITY OUTREACH SPEC	11	1
0301	Supvy. Records Mgmt. Spec.	11	1
0301	Technology Program Specialist	11	1
0301	Teen Program Coordinator	11	1
0301	TELECOMMS SPEC	11	1
0301	TRAINING SPEC	11	1
0301	TRANS,ACCIDENT INVESTIGAT	11	1
0301	Uniform Crime Reporting Coord.	11	1
0301	Utility Management Specialist	11	2
0301	Utilization Specialist	11	1
0301	VET BENEFITS PGM SPEC	11	1
0301	VITAL RECORDS SYSTEM COOR	11	1
0301	Vocational Specialist	11	1
0301	VOLUNTEER COOR	11	1
0301	YOUTH PROGRAM COORDINATOR	11	1
0301	Zoning Specialist	11	1
0301	ADMINISTRATIVE ASSISTANT	10	6
0301	Assoc Dir Trans Policy & Plan.	10	1
0301	ASSOC DIR TRANS SER ADMIN	10	1
0301	Chairman DC Taxicab Commission	10	1
0301	Chief of Staff	10	8
0301	Chief Operating Officer	10	2
0301	Chief, Property Management Off	10	1
0301	COMMUNICATIONS DIRECTOR	10	1
0301	DEP CHIEF OF STAFF PLA	10	1
0301	Dep Dir Portfolio Mgmt Office	10	1
0301	Dep Director for Program Oper.	10	1
0301	Deputy Auditor	10	1
0301	Deputy Chief of Staff	10	1
0301	Deputy Commissioner	10	1
0301	DEPUTY DIR	10	2
0301	Deputy Dir of Construction	10	1
0301	Deputy Director for Operations	10	1
0301	Deputy Director of Facilities	10	1
0301	Deputy Inspector General	10	1
0301	DIR OF APPLICATION DEV	10	1
0301	DIR PART & GRANTS DEV	10	1
0301	Dir Strategic Plng & Perf Mgt	10	1
0301	Dir, Pol & Legislative Affairs	10	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0301	Dir., State Education Office	10	1
0301	DIRECTOR	10	3
0301	Director of Communications	10	2
0301	Director, Community Affairs	10	1
0301	EXECUTIVE DIR	10	1
0301	INFORMATION OPERATOR	10	1
0301	INTERIM DIR	10	2
0301	Language Access Program Manage	10	1
0301	LEGISLATIVE ASSISTANT	10	1
0301	LEGISLATIVE TECH	10	1
0301	LEGISLATIVE ASSISTANT	10	1
0301	PRESS SECRETARY	10	1
0301	PROGRAM COORDINATOR	10	1
0301	Program Manager (Homeland Secu	10	1
0301	RESEARCH ANALYST	10	1
0301	RESEARCH ASSISTANT	10	1
0301	RESEARCH SPECIALIST	10	3
0301	SCHEDULER	10	1
0301	SENIOR DEPUTY DIR	10	2
0301	SPECIAL ASSISTANT	10	2
0301	SPECIAL ASST	10	2
0301	Sr Dep Dir H'lth Reg & Licensi	10	1
0301	STAFF ASSISTANT	10	2
0301	TRANS,ASST TERMINAL MGR	10	1
0301	TRANSPORTATION ASSISTANT	10	1
0301	ASST DIR OF CONSTITUENT SERVIC	1	1
0301	CLERK	1	1
0301	Data Technician	1	3
0301	Intern	1	1
0301	teen aide	1	89
0303	ADMIN SUPPORT SERVICE SPEC	9	1
0303	ADMINISTRATIVE ASSISTANT	9	1
0303	Administrative Support Assista	9	1
0303	CUSTOMER SERVICE REP	9	1
0303	DRIVER LIC EXAM COMML	9	1
0303	DRIVER LICENSE EXAMINER MVO	9	6
0303	Evidence Control Technician	9	1
0303	FINANCIAL SERVICES TECHNICIAN	9	1
0303	MGMT SYSTEMS SPEC	9	5
0303	PGM SUPPORT ASST OA	9	1
0303	Program Assistant	9	1
0303	Program Support Assistant	9	1
0303	Program Support Assistant (OA)	9	1
0303	STAFF ASST	9	2
0303	Administrative Support Assista	8	1
0303	CASE PRACTICE ASST	8	1
0303	CELLBLOCK PROCESSING TECH	8	3
0303	Child Protection Registry (CPR	8	1
0303	CLERICAL ASSISTANT	8	3
0303	Collabortative liaison Assista	8	1
0303	COMMUNITY NOTIFICATION ASST	8	1
0303	Community Serv Financial Asst	8	1
0303	Community Serv Prog Asst (Typi	8	5
0303	Court Liaison Assistant	8	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0303	Customer Service Representativ	8	2
0303	Human Resources Assistant	8	1
0303	HUMAN RESOURCES ASST	8	1
0303	INVESTIGATIVE TECH	8	1
0303	Lead Vital Records Assistant	8	4
0303	LEGAL ASST OA	8	1
0303	LEGISLATIVE SPECIALIST (OA)	8	1
0303	Management Liaison Asst.	8	3
0303	OFFICE SERVICES ASSISTANT	8	1
0303	OFFICE SRVS ASST	8	1
0303	Outside Employment Monitor (OA	8	1
0303	PARKING PGM ASST	8	1
0303	PGM ASST	8	1
0303	PGM SUPPORT ASST	8	1
0303	PGM SUPPORT ASST TYPING	8	1
0303	Prog Support Asst	8	2
0303	Program Assistant	8	1
0303	Program Assistant (Typing)	8	2
0303	Program Support Assistant	8	9
0303	Program Support Assistant (OA)	8	12
0303	Program Support Assistant (Typ	8	2
0303	PROGRAM SUPPORT ASSISTANT OA	8	3
0303	Program Support Asst (OA)	8	6
0303	Program Support Asst (Typ)	8	1
0303	PROP EVIDENCE CONTROL & DIS	8	2
0303	QA ASST	8	1
0303	Records/Inventory Mgmt Asst	8	1
0303	Support Services Assistant	8	1
0303	Support Services Assistant (MV	8	3
0303	SUPPORT SRVS ASST	8	2
0303	ACCOUNTING SERVICES TECHNICIAN	7	1
0303	ADMIN SUPPORT ASST	7	3
0303	CENTRAL OFFICE ASST,TYP	7	1
0303	CLERICAL ASSISTANT	7	81
0303	Clerical Assistant (OA)	7	8
0303	Clerical Assistant (Office Aut	7	3
0303	CLERICAL ASSISTANT RECEPTIONIS	7	2
0303	CLERICAL ASST	7	1
0303	Comm Serv Prog Asst (Typing)	7	3
0303	CORRESPONDENCE & INFO ASST	7	1
0303	Court Liaison Assistant	7	3
0303	Cust. Service Assistant (Bil).	7	1
0303	Customer Service Assistant	7	1
0303	CUSTOMER SERVICES REP	7	22
0303	E I I Assistant (Bilingual)	7	1
0303	Energy Program Assistant	7	1
0303	Energy Program Assistant (Bili	7	1
0303	Evidence Control Technician	7	1
0303	Facilities Support Assistant	7	1
0303	HOSPITAL REGISTRAR TECH	7	4
0303	Human Resources Assistant	7	1
0303	INFO TECH SPEC	7	1
0303	INFORMATION RECEPTIONIST	7	1
0303	Inventory Technician (OA)	7	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0303	INVESTIGATIVE ASST TYPING	7	2
0303	Licensing Assistant	7	6
0303	MENTAL HLTH PRG ASST TYPING	7	2
0303	MODUS OPERANDI SPEC	7	2
0303	MODUS OPERANDI TECH	7	1
0303	MOTOR VEHICLE OPR	7	2
0303	OFFICE ASST TYPING	7	1
0303	PGM ASST	7	4
0303	PGM ASST TYPING	7	3
0303	PGM SUPPORT ASST OA	7	29
0303	PGM SUPPORT ASST TYPING	7	2
0303	Prog Support Asst (OA-Bil)	7	1
0303	Program Assistant (Bilingual)	7	1
0303	Program Support Assistant	7	32
0303	Program Support Assistant (OA)	7	40
0303	Program Support Assistant (Typ)	7	2
0303	PROGRAM SUPPORT ASSISTANT TYPI	7	1
0303	Program Support Asst (OA)	7	6
0303	PROPERTY EVIDENCE CONTROL	7	2
0303	PROPERTY MGMT ASST	7	1
0303	PUBLIC INFORM ASST	7	1
0303	REALTY ASST	7	1
0303	Records Management Technician	7	1
0303	RECREATION SPECIALIST	7	1
0303	REHAB ASST BIL	7	1
0303	SECRETARY TYPING	7	1
0303	STAFF ASST	7	2
0303	STUDENT INTERN	7	8
0303	Support Services Assistant	7	2
0303	SUPPORT SERVICES ASSISTANT MVO	7	5
0303	SUPPORT SERVICES TECHNICIAN	7	1
0303	SUPPORT SRVS CLERK	7	3
0303	Support Svcs Assistant (MVO)	7	4
0303	SUPV CUSTOMER PROCESS CLERK	7	1
0303	TIMEKEEPER	7	1
0303	VEHICLE REGISTRATION CLERK	7	1
0303	Voter Services Assistant	7	1
0303	ADMIN CLERK	6	1
0303	Admin Operations Clerk	6	7
0303	ADMIN SUPPORT ASST	6	1
0303	ADMITTING & RECORDS CLERK	6	1
0303	CLERICAL ASSISTANT	6	72
0303	Clerical Assistant (OA)	6	18
0303	Clerical Assistant (Typ)	6	1
0303	CLERICAL ASSISTANT(OA)	6	2
0303	CLERICAL ASST	6	2
0303	CLERICAL ASST TYPING	6	10
0303	CLERK	6	1
0303	Comm Serv Prog Asst (Typing)	6	5
0303	CONTACT REPRESENTATIVE	6	1
0303	COURT LIAISON CLERK OA	6	1
0303	Criminal History Technician	6	2
0303	Customer Service Asst (OA)	6	1
0303	CUSTOMER SERVICE REP	6	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0303	Customer Service Rep (OA)	6	1
0303	Customer Services Rep	6	3
0303	ENERGY PGM ASST	6	1
0303	Energy Program Assistant	6	4
0303	Licensing Assistant	6	9
0303	MENTAL HLTH PRG ASST TYPING	6	1
0303	Office Assistant (OA)	6	1
0303	PGM ASST	6	1
0303	PGM SUPPORT ASST	6	1
0303	POSTAL CLERK CARRIER	6	1
0303	Program Assistant	6	1
0303	Program Assistant (Typing)	6	1
0303	Program Support Assistant	6	1
0303	Program Support Assistant (OA)	6	20
0303	PROGRAM SUPPORT ASSISTANT OA	6	20
0303	Program Support Asst (OA)	6	4
0303	Property District Clerk	6	9
0303	Rehab Assistant	6	2
0303	SUPPORT SERVICES ASSISTANT MVO	6	1
0303	Support Services Asst (MVO)	6	2
0303	SUPPORT SRVS ASST	6	2
0303	VITAL RECORDS TECH (OA)	6	2
0303	VOTER REGISTRATION ASST	6	3
0303	Voter Services Assistant	6	5
0303	VOTER SRVS ASST	6	1
0303	CLERICAL ASSISTANT	5	81
0303	Clerical Assistant (OA)	5	10
0303	CLERICAL ASST OA	5	2
0303	CLERICAL ASST OFFICE AUTO	5	2
0303	CLERICAL ASST TYPIST	5	2
0303	CLERK	5	3
0303	CLERK OFFICE AUTOMATION	5	2
0303	CLERK TYPING	5	2
0303	COMPUTER CLERK	5	1
0303	COURT LIAISON CLERK OA	5	1
0303	EDUCATION ASST	5	30
0303	ENERGY PROGRAM CLERK	5	1
0303	OFFICE CLERK TYPING	5	2
0303	PGM SUPPORT ASST	5	1
0303	PGM SUPPORT ASST DMV	5	1
0303	Records Management Clerk	5	1
0303	RECREATION ASST	5	1
0303	RECREATION SPECIALIST	5	3
0303	SUPPORT SVC ASST	5	1
0303	Tree Support Technician	5	2
0303	Administrative Support Assista	4	1
0303	CLERK	4	6
0303	OFFICE CLERK	4	2
0303	OFFICE CLERK TYPING	4	1
0303	STUDENT INTERN	4	17
0303	Clerk (Typing)	3	1
0303	STUDENT INTERN	3	23
0303	ADMINISTRATIVE ASSISTANT	2	1
0303	Program Support Assistant	2	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0303	DIR OF SECURITIES	16	1
0303	Legislative Records Manager	11	1
0303	MGMT LIAISON SPEC	11	1
0303	STAFF ASST	11	1
0303	OFFICE ASSISTANT	10	1
0303	PATIENT LEGAL AFFAIRS COOR	10	1
0303	SUPPORT SERVICES CLERK	10	1
0303	SUPVY CUSTOMER SERVICE REP	10	4
0303	FILE MAINTENANCE CLERK	1	2
0303	Office Clerk	1	2
0304	INFO RECEPTIONIST	7	1
0304	Information Receptionist (OA)	6	1
0305	Supvy. Mail Assistant (MVO)	9	1
0305	Lead File Assistant	7	1
0305	Mail Assistant (Courier)	7	1
0305	MAIL ASST COURIER	7	1
0305	File Clerk	6	1
0305	Mail Assistant	6	1
0305	Mail Assistant (MVO)	6	5
0305	SUPVY FILE CLERK	6	1
0305	FILE CLERK	5	3
0305	File Clerk (Office Automation)	5	3
0305	FILE CLERK TYPING	5	1
0305	MAIL CLERK	5	3
0305	FILE CLERK	4	2
0305	Mail and File Clerk	3	1
0310	Administrative Assistant	6	1
0318	SECRETARY	9	1
0318	SECRETARY TYPING	9	2
0318	SECRETARY	8	12
0318	SECRETARY TYPING	8	1
0318	STAFF ASST	8	1
0318	ADMIN ASST	7	1
0318	CLERICAL ASST	7	1
0318	SECRETARY	7	24
0318	Secretary (Typing)	7	1
0318	SECRETARY/TYPING	7	3
0318	SECRETARY	6	11
0318	SECRETARY OFFICE AUTOMATION	6	1
0318	SECRETARY,TYPING	6	2
0318	SECRETARY	5	5
0318	RECEPTIONIST	10	1
0322	CLERICAL ASST	6	1
0322	CLERK TYPIST	6	1
0322	CLERK TYPING	4	1
0322	CLERK TYPIST	4	1
0326	OFFICE AUTOMATION ASSISTANT	8	1
0326	OFFICE AUTOMATION ASSISTANT	7	6
0326	OFFICE AUTOMATION CLERK	7	1
0326	OFFICE AUTOMATION ASSISTANT	6	6
0326	CLERICAL ASST	5	2
0326	OFFICE AUTOMATION ASSISTANT	5	3
0329	TRAFFIC SYSTEM OPERATOR	7	1
0332	COMPUTER OPERATOR	9	4

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0332	COMPUTER OPERATOR LEAD	9	1
0332	COMPUTER OPERATOR	8	4
0332	LEAD COMPUTER OPERATOR	8	1
0332	COMPUTER OPERATOR	7	10
0332	COMPUTER OPERATOR	6	4
0332	COMPUTER OPERATOR	5	2
0332	Lead Computer Operator	10	2
0334	COMPUTER PROGRAMMER	9	1
0334	COMPUTER SPECIALIST	9	1
0334	INFO TECH SPEC	9	1
0334	COMPUTER LAB COOR	7	1
0334	COMPUTER PROGRAMMER	7	1
0334	LAN MGR	15	1
0334	SUPV COMPUTER SPEC	15	1
0334	SUPVY COMPUTER SPEC	15	1
0334	COMPUTER	14	1
0334	COMPUTER SPECIALIST	14	1
0334	DATA SYSTEMS MGR	14	1
0334	LAN ENGINEER	14	1
0334	SUPV COMP SPEC SYSTEM ANALYST	14	1
0334	SUPV COMPUTER SPEC	14	4
0334	COMPUTER ANALYST	13	1
0334	COMPUTER SPEC DATABASE ADMIN	13	1
0334	COMPUTER SPEC NETWORK ENG	13	2
0334	COMPUTER SPEC SYSTEM ANALYST	13	1
0334	COMPUTER SPECIALIST	13	5
0334	INFO TECH SPEC	13	3
0334	PGM ANALYST	13	3
0334	Supervisory IT Specialist (Dat	13	1
0334	SYSTEMS ANALYST	13	1
0334	COMPUTER SPEC REGISTRAR	12	1
0334	COMPUTER SPECIALIST	12	5
0334	STATISTICIAN HLTH	12	1
0334	COMPUTER PGM ANALYST	11	1
0334	COMPUTER SPECIALIST	11	4
0334	NETWORK ADMIN	11	1
0335	Computer Assistant	9	1
0335	senior computer assistant(Dupl	9	1
0335	COMPUTER ASST	8	1
0335	COMPUTER ASSISTANT	7	4
0335	Computer Assistant(Duplication	7	1
0335	COMPUTER ASST	6	1
0335	COMPUTER ASSISTANT	5	1
0335	COMPUTER OPERATOR	5	1
0340	FLEET MANAGER	9	1
0340	PGM MGR	16	3
0340	Program Manager	16	1
0340	DIR OF SALES	15	1
0340	DIR RESOURCES MGMT	15	1
0340	PGM MGR	15	24
0340	Program Manager	15	4
0340	Deputy Prog. Mgr. for Zoning	14	1
0340	District Manager	14	4
0340	PGM MGR	14	5

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0340	Prevention Services Program Ma	14	1
0340	Program Manager	14	5
0340	WIC PGM MGR	14	1
0340	FLEET MANAGER	13	1
0340	PGM MGR	13	2
0340	PGM MGR ONE STOP CAREER CENTR	13	3
0340	Program Manager	13	1
0340	PROGRAM MANAGER (Rights & Advo	13	1
0340	Vending Facilities Pgm Mgr	13	1
0340	PGM MGR	12	4
0340	Program Manager	12	2
0341	ADMIN OFFICER	9	2
0341	Administrative Assistant	9	7
0341	Administrative Officer	9	1
0341	ADMINISTRATIVE ASSISTANT	8	1
0341	STAFF ASSISTANT	8	1
0341	ADMINISTRATIVE ASSISTANT	7	5
0341	ADMINISTRATIVE OFFICER	16	1
0341	ADMIN OFFICER	15	1
0341	Assist Dir for Administration	15	1
0341	Assoc Dir for Admin Svcs	15	1
0341	ADMIN OFFICER	14	3
0341	Administrative Officer	14	7
0341	OPERATIONS MGR	14	1
0341	ADMIN OFFICER	13	2
0341	Administrative Officer	13	12
0341	DIRECTOR, DC GOVT OPNS	13	2
0341	ADMIN OFFICER	12	3
0341	ADMIN SPEC	12	1
0341	Administrative Officer	12	4
0341	ADMINISTRATIVE ASSISTANT	11	1
0341	Administrative Officer	11	2
0342	Support Services Specialist	9	7
0342	OFFICE ASST	8	1
0342	SUPPORT SRVS SPEC	8	1
0342	OFFICE ASST	7	1
0342	SUPPORT SRVS SUPV	7	1
0342	Support Services Specialist	5	1
0342	Support Services Manager	15	1
0342	Support Services Manager	14	3
0342	Support Services Specialist	14	1
0342	Support Services Supervisor	14	2
0342	ADMIN OFFICER	13	1
0342	Support Service Supervisor	13	1
0342	Support Services Manager	13	1
0342	SUPPORT SERVICES SPECIALIST	13	1
0342	Support Services Supervisor	13	2
0342	SUPPORT SRVS SPEC	13	1
0342	SUPPORT SRVS SUPV	13	1
0342	CHIEF OF SUPPORT SERVICES	12	1
0342	Support Services Specialist	12	1
0342	OFFICE ASSISTANT	11	1
0342	Support Services Specialist	11	9
0342	SUPPORT SRVS MGR	11	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0342	SUPPORT SRVS SUPV	11	1
0342	SUPPORT SVC SPEC	11	1
0343	HLTH LICENSING SPEC	9	2
0343	MANAGEMENT ANALYST	9	2
0343	Program Analyst	9	5
0343	PROJECT ANALYST	9	1
0343	PGM ANALYST	8	1
0343	Program Analyst	8	1
0343	Program Analyst	7	6
0343	BUDGET ANALYST	6	1
0343	Program Analyst	6	19
0343	Program Analyst	5	3
0343	Program Analyst	4	1
0343	Management and Program Analyst	16	1
0343	executive management officer	15	1
0343	MGMT ANALYST	15	3
0343	PGM ANALYSIS OFFICER	15	1
0343	Supervisory Program Analyst	15	1
0343	Intergovernmental Affairs Spec	14	1
0343	Management & Program Analyst	14	1
0343	Management Analyst	14	4
0343	MGMT & PGM ANALYST	14	1
0343	MGMT ANALYST	14	4
0343	Mgmt and Program Analysis Offi	14	1
0343	PGM ANALYSIS OFFICER	14	2
0343	PGM ANALYST	14	12
0343	POLICY ANALYST	14	1
0343	Program & Management Analyst (	14	1
0343	Program Analysis Officer	14	1
0343	Program Analyst	14	12
0343	Program Analyst Business Oper	14	1
0343	RECOVERY PROGRAM ANALYST	14	1
0343	Senior Analyst	14	3
0343	SENIOR PGM ANALYST	14	1
0343	Supervisory Management Analyst	14	1
0343	Supervisory Program Analyst	14	3
0343	SUPV MGMT ANALYST	14	1
0343	Supvry Program Analyst	14	3
0343	SUPVY MANAGEMENT ANALYST	14	2
0343	Supvy Mgnt & Program Analyst	14	1
0343	Analyst	13	1
0343	COMPUTER SPECIALIST	13	2
0343	Management Analyst	13	4
0343	Management Analyst (HR)	13	3
0343	Management and Program Analyst	13	2
0343	MGMT & PGM ANALYST	13	1
0343	MGMT ANALYST	13	6
0343	Mgmt and Program Analysis Offi	13	2
0343	MGMT LIAISON SPEC	13	3
0343	MGMT PGM ANALYST	13	2
0343	PGM ANALYST	13	23
0343	PGM ANALYST PEDIATRICS	13	1
0343	PGM SPEC	13	1
0343	Program Analysis Officer	13	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0343	Program Analyst	13	58
0343	Program Analyst (Contract & Co	13	1
0343	Program Analyst (GIS)	13	1
0343	PROGRAM ANALYST BILINGUAL	13	1
0343	Program Analyst Business Oper	13	1
0343	PUBLIC HLTH ANALYST	13	1
0343	Supervisory Management Analyst	13	1
0343	SUPV MGMT ANALYST	13	1
0343	SUPV PGM ANALYST	13	1
0343	Supv. Program Analyst	13	1
0343	BUILDING MGMT SPEC	12	1
0343	MANAGEMENT ANALYST	12	28
0343	Management Analyst (HR)	12	2
0343	Management and Program Analyst	12	5
0343	Mgmt & Prog Analyst (EdStat)	12	2
0343	PGM ANALYST	12	3
0343	PGM SPEC	12	1
0343	PROGRAM ANALYST	12	115
0343	PROGRAM ANALYST (BILINGUAL)	12	1
0343	PUBLIC HLTH OUTREACH TECH	12	1
0343	SPECIAL ASST	12	1
0343	SUPERVISORY MANAGEMENT ANALYST	12	1
0343	SUPV PROGRAM MGMT ANALYST	12	1
0343	SUPV PGM ANALYST	12	1
0343	SUPVY PGM ANALYST	12	2
0343	MANAGEMENT ANALYST	11	12
0343	Management Analyst (HR)	11	1
0343	MEDICAID PGM ANALYST	11	1
0343	PGM ANALYST	11	1
0343	PROGRAM ANALYST	11	40
0344	Management Assistant	7	4
0344	MANAGEMENT ASSISTANT (CORRESPO	7	3
0344	PROGRAM ASSISTANT	7	1
0344	PROGRAM CLERICAL ASSISTANT	7	1
0344	MGMT ASST	6	1
0344	PGM ASST	6	1
0344	COMPUTER SPECIALIST	13	1
0344	MGMT ASST	10	2
0346	LOGISTICS SPECIALIST	9	3
0346	LOGISTICS MANAGEMENT SPEC	14	2
0346	Logistics Mgmt Officer	14	1
0346	LOGISTICS SPECIALIST	14	1
0346	Logistics Management Spec	13	2
0346	LOGISTICS MANAGEMENT SPEC	12	1
0346	INVENTORY PGM MGR	11	1
0350	Copier/Duplicating/Scanning E	7	3
0350	Duplicating Equipment Operator	5	1
0356	LEAD DATA TRANSCRIBER	5	1
0357	Coding Clerk	7	1
0357	CODING CLERK	6	2
0357	CODING CLERK CANCER REGISTRY	6	1
0357	CODING CLERK OFFICE AUTO	6	1
0360	Supervisory Equal Opportunity	14	3
0360	EQUAL OPPORTUNITY SPEC	13	2

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0360	EQUAL OPPORTUNITY SPEC	12	1
0360	EQUAL OPPORTUNITY SPECIALIST	12	11
0360	EQUAL OPPORTUNITY	11	1
0360	EQUAL OPPORTUNITY SPEC	11	1
0360	EQUAL OPPORTUNITY SPECIALIST	11	2
0382	TELEPHONE OPERATOR, TRANS	4	3
0390	TELECOMM EQUIP OPER BILINGUAL	8	8
0390	TELECOMMUNICATIONS EQUIP OPERA	8	65
0390	TELECOMM EQUIPMENT OPERATOR	7	32
0390	TELECOMMS EQUIP OPER	6	1
0390	TELECOMMS EQUIP OPER TELETYPE	6	4
0391	TELECOMMS SPEC	9	2
0391	Telecommunications Specialist	9	3
0391	TELECOMMS MGR	16	1
0391	TELECOMMUNICATIONS MANAGER - R	15	1
0391	Telecommunications Spec.	15	1
0391	Telecommications Specialist	14	9
0391	TELECOMMS MGR	14	1
0391	Telecommunications Manager	14	1
0391	Telecommunications Specialist	14	1
0391	Supervisory Telecommunications	13	1
0391	TELECOMMS SPEC	13	6
0391	TELECOMMS SPEC	12	7
0391	TELECOMMUNICATIONS SPECIALIST	12	2
0391	COMM MGMT SPEC	11	1
0391	TELECOMMUNICATIONS SPECIALIST	11	3
0392	CUSTOMER SERVICE REPRESENTIV	9	1
0392	Lead Traffic System Oper	9	4
0392	CUSTOMER SERVICE REPRESENTIV	8	7
0392	Customer Svs. Rep.	8	3
0392	TRAFFIC SYSTEM OPERATOR	8	4
0392	CUSTOMER SERVICE REPRESENTIV	7	24
0392	POLICE COMM OPR REPORT WRITER	7	1
0392	TRAFFIC SYSTEM OPERATOR	7	2
0392	Customer Ser Rep	6	18
0392	Lead Communications Operator	6	1
0392	COMMUNICATIONS OPERATOR	5	4
0392	Communications Report Writer	5	12
0392	Telecomm Transcriptionist	5	6
0392	Call Center Operations Supervi	12	2
0399	Student Intern	7	1
0399	Student Intern	6	1
0399	Student Intern	5	1
0399	Student Intern	4	4
0399	Student Intern	3	3
0399	Student Intern	2	1
0401	FISHERIES & WILDLIFE	9	1
0401	WILDLIFE BIOLOGIST	9	1
0401	YOUTH GARDENS ASST PGM MGR	9	1
0401	LABORATORY DIRECTOR	16	1
0401	Manager Biologist (DNA Forensi	15	1
0401	Biologist (DNA Forensic Examin	14	2
0401	DEPUTY DIR PUB HLTH LAB	14	1
0401	Supervisory Biologist	14	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0401	Biologist (DNA-Forensic Examin	13	3
0401	Biologist (DNA Technician)	12	3
0401	BIOLOGIST	11	1
0401	Biologist (DNA Technician )	10	1
0402	SUPERVISOR	15	1
0402	SUPV BIOLOGIST	12	1
0403	MICROBIOLOGIST	13	1
0403	Supervisory Microbiologist	13	1
0403	Microbiologist (Virology)	12	1
0414	ENTOMOLOGIST	13	1
0414	ENTOMOLOGIST	12	1
0415	FORENSIC TOXICOLOGIST	14	1
0415	FORENSIC TOXICOLOGIST	12	3
0460	Forester (Urban)	9	1
0460	Supv. Forester (Admin.)	9	1
0460	Dep Assoc Dir for Urb Forestry	14	1
0460	Lead Forester (Urban)	13	5
0460	Supvy Forester (Urban)	13	1
0460	Forester (Urban)	12	4
0460	Lead Forester (Urban)	12	2
0460	Forester (Urban)	11	4
0482	FISHERIES BIOLOGIST	9	3
0482	Supervisory Fishery Biologist	13	1
0482	FISHERIES BIOLOGIST	11	3
0486	Supv Wildlife Biologist	13	1
0501	Commissioner Ins Sec&Banking	E5	1
0501	ACCOUNTS PAYABLE TECH	9	1
0501	FISCAL ACCOUNTING SPEC	9	1
0501	LEGAL INSTRUCTR EXAM & REPORT	9	1
0501	UNEMPLOYMENT TAX EXAMINER	9	5
0501	FINANCIAL SPEC	7	1
0501	Deputy Chief Financial Officer	17	1
0501	CHIEF ADMINISTRATIVE OFFICER	16	1
0501	Project Dir of Fed Grant Refor	16	1
0501	AGENCY FISCAL OFFICER	15	1
0501	Deputy Controller	15	1
0501	Director Operational Mgmt	15	1
0501	Grants Manager	15	1
0501	Supervisory Financial Examiner	15	1
0501	ACCOUNTS PAYABLE MGR	14	1
0501	Assoc Dir Reimbur and Svc Auth	14	1
0501	Financial Examiner Officer	14	1
0501	FINANCIAL INSTITUTION EXAM OFF	14	1
0501	FINANCIAL SERVICE OFFICER	14	1
0501	Supvy Ins Oper Exam (Auditing)	14	1
0501	UNEMPLOYMENT TAX OFFICER	14	1
0501	ACCOUNTS PAYABLE SUPV	13	1
0501	Banking Examiner	13	1
0501	FINANCIAL SPECIALIST	13	1
0501	Mgr Patient Financial Svc	13	1
0501	SECURITIES FINANCIAL EXAM	13	3
0501	SUPERVISORY UNEMPLOYMENT TAX E	13	1
0501	SUPV UNEMPLOY TAX EXAM	13	1
0501	UNEMPLOYMENT TAX ACCT SPEC	13	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0501	Banking Examiner	12	3
0501	CHIEF FINANCIAL OFFICER	12	1
0501	REVENUE QUALITY CONTROL COOR	12	1
0501	DC AUDITOR	11	1
0501	INSURANCE OPR EXAM AUDIT	11	1
0501	UNEMPLOYMENT TAX EXAMINER	11	14
0502	MASTER PLANNER	12	1
0503	ACCOUNTING SRVS TECH	9	1
0503	Eligibility Technician	9	1
0503	FINANCIAL SRVS TECH	9	5
0503	ELIGIBILITY TECHNICIAN	8	4
0503	Financial Services Technician	8	1
0503	PATIENT ACCOUNT SERVICE REP	8	1
0503	ACCOUNTING SRVS TECH	7	2
0503	ACCOUNTS PAYABLE MANAGER	7	1
0503	PATIENT ACCOUNT SERVICE REP	7	4
0503	FINANCIAL TECHNICIAN	6	1
0503	Supervisory Eligibility Techni	13	1
0503	FINANCIAL SRVS TECH	10	2
0505	ACCOUNTING TECH	5	1
0505	ACCOUNTING TECH	4	1
0505	ASSOC CHIEF FINANCIAL OFFICER	18	1
0505	CONTROLLER	16	1
0505	FINANCIAL MANAGER	14	1
0505	PAYROLL MGR	13	1
0505	CHIEF INVESTMENT OFFICER	12	1
0510	ACCOUNTING MANAGER	9	1
0510	ACCOUNT/RATE CASE MANAGER	16	1
0510	ACCOUNTANT	14	1
0510	Accounting Officer	14	1
0510	ACCOUNTANT	13	1
0510	Accounting Officer	13	1
0510	ACCOUNTANT	12	3
0510	Operations Accountant	12	1
0510	SENIOR ACCOUNTANT	12	1
0510	ACCOUNTANT	11	1
0510	SENIOR ACCOUNTANT	11	1
0510	SYSTEM ACCOUNTANT	11	1
0511	AUDITOR	9	6
0511	PGM ANALYST	9	1
0511	SENIOR FINANCIAL AUDITOR	15	3
0511	SUPV AUDITOR	15	1
0511	SUPVY AUDITOR	15	2
0511	AUDITOR	14	6
0511	AUDITOR (IT)	14	1
0511	SUPV AUDITOR	14	3
0511	SUPVY AUDITOR	14	5
0511	AUDITOR	13	11
0511	FINANCIAL AUDITOR	13	3
0511	AUDITOR	12	5
0511	AUDITOR	11	1
0511	FINANCIAL AUDITOR	11	2
0511	HUMAN RESOURCES ADVISOR	11	1
0511	SUPVY AUDITOR	10	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0525	ACCOUNTING TECH	9	3
0525	ACCOUNTING TECHNICIAN	9	1
0525	ACCOUNTING TECHNICIAN AP	9	6
0525	ACCOUNTING TECHNICIAN AP	8	1
0525	ACCOUNTING TECH	7	1
0525	ACCOUNTING TECH	6	1
0525	ACCOUNTING TECH	11	1
0530	CASHIER	8	1
0530	TELLER	7	1
0530	TELLER	6	2
0540	Voucher Examiner	7	2
0540	VOUCHER EXAMINER	5	1
0544	PAYROLL TECH	9	7
0544	PAYROLL TECH	8	1
0544	CIVILIAN PAY TECH	7	1
0544	PAYROLL ASST	7	1
0544	PAYROLL SUPV	7	1
0544	CIVILIAN PAY TECH	6	4
0544	PAYROLL SUPV	11	1
0544	Lead Payroll Technician	10	2
0560	BUDGET DIR	17	1
0560	BUDGET DIR	16	1
0560	Budget Manager	15	1
0560	Dir, Office of Pub Charter Sch	15	1
0560	BUDGET ANALYST	14	2
0560	BUDGET OFFICER	14	1
0560	Budget Analyst	13	4
0560	SENIOR BUDGET ANALYST	13	4
0560	ACCOUNTANT	12	1
0560	BUDGET ANALYST	12	3
0560	SENIOR BUDGET ANALYST	12	1
0560	BUDGET ANALYST	11	5
0560	BUDGET ANALYST	10	1
0561	BUDGET ASST	8	1
0592	Unemployment Tax Examiner	7	2
0601	Director	E6	1
0601	Epidemiologist	9	1
0601	HLTH CARE CONTROL REP	9	1
0601	HLTH CONTROL REP	9	1
0601	MENTAL HEALTH SPECIALIST	9	1
0601	Quality Assurance Program Mgr	7	1
0601	SECRETARY	7	1
0601	Assoc Director for Audlt Civil	16	1
0601	Chief Compliance Officer	16	1
0601	Dep Director for Stategic Plan	16	1
0601	DIRECTOR OF ACCOUNTABILITY	16	1
0601	SUPVY MEDICO LEG AL INVEST	16	1
0601	ADMINISTRATOR RTC RE-INVESTMEN	15	1
0601	ADULT SERVICES DIRECTOR	15	1
0601	Bureau Chief	15	1
0601	CLINICAL PROGRAM ADMINISTRATOR	15	1
0601	CLINICAL PROJECT MGR	15	1
0601	DEPUTY DIRECTOR	15	1
0601	Deputy Director, Civil Program	15	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0601	Director of Child & Youth Serv	15	1
0601	Director of Integrated Care	15	1
0601	Director of Qual Impr and Prog	15	1
0601	DIRECTOR OF QUALITY IMPROVEMEN	15	1
0601	DIRECTOR, ADULT SERVICES	15	1
0601	DIRECTOR, CRISIS AND EMERGENCY	15	1
0601	Director, Div of Care Coord	15	1
0601	DIRECTOR, PROVIDER RELATIONS	15	1
0601	EXEC HLTH SYSTEM MGR	15	1
0601	FORENSIC SERVICES COORDINATOR	15	1
0601	Forensic Services Officer	15	1
0601	Health Services Administrator	15	1
0601	ORAL HLTH PGM MGR	15	1
0601	Post-Trial Branch Manager	15	1
0601	Pre-Trial Branch Manager	15	1
0601	RTC Certification & Monitoring	15	1
0601	Accountability Project Manager	14	1
0601	Administrator, Treatment Mall	14	1
0601	Associate Director for Adult S	14	1
0601	CFSA Mental Health Prog Mgr	14	1
0601	CHIEF OF CONTINUITY OF CARE	14	1
0601	Clinical Manager Bilingual	14	1
0601	Clinical Practice Specialist	14	1
0601	Community Support Manager	14	1
0601	Coord of Assertive Comm Treatm	14	1
0601	Director Men Hlth Disaster Svc	14	1
0601	Director of Co-Occurring Disor	14	1
0601	Director, Mobile Crisis Servic	14	1
0601	Director, Monitoring System	14	1
0601	Lead Provider Relations Spec	14	1
0601	MEDICAL LEGAL INVESTIGATOR	14	5
0601	Medicolegal Investigator	14	1
0601	Organ Development Manager	14	1
0601	Performance Improve Advisor	14	1
0601	PRACTICE MANAGER	14	1
0601	Program Manager	14	1
0601	Program Manager, Rehabilitatio	14	1
0601	PROJECT DIRECTOR (STOP SUICIDE	14	1
0601	RISK MANAGER	14	1
0601	STUDENT HLTH SRVS PGM MGR	14	1
0601	Supervisory Epidemiologist	14	1
0601	Supv Behavioral Health Prog Mn	14	1
0601	Supvy. Quality Improvement Spe	14	1
0601	ACT DIRECTOR	13	1
0601	ASSESSMENT CENTER COORDINATOR	13	1
0601	Care Manager	13	2
0601	CFSA Mental Health Coord	13	1
0601	Clinical Administrator	13	20
0601	Clinical Care Specialist	13	1
0601	Clinical Coordinator Adult	13	1
0601	CLINICAL SUPERVISOR	13	2
0601	CLINICAL SUPV	13	1
0601	COMPLIANCE ANALYST	13	1
0601	Crisis Coordinator	13	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0601	Director Intake Care Coord	13	1
0601	Epidemiologist	13	2
0601	Evaluation and Quality Coordin	13	1
0601	EVALUATION MANAGER	13	1
0601	Forensic Clinical Administrato	13	5
0601	Forensic Svcs Advisor & Liaiso	13	1
0601	Health System Planner	13	1
0601	Home and Comm Based Svcs Coord	13	1
0601	HOMELESS SERVICES COORDINATOR	13	1
0601	Mortality Review Coordinator	13	1
0601	Program Administrator	13	2
0601	Program Coordinator	13	1
0601	PROGRAM EVALUATOR	13	1
0601	PROVIDER RELATIONS SPEC	13	2
0601	QI HLTH SAFETY SPEC	13	1
0601	Quality Improvement Coordinato	13	2
0601	School Primary Project Manager	13	1
0601	Supvy Emergency Health Special	13	1
0601	System of Care Facilitator	13	1
0601	ACCOUNTABILITY ANALYST	12	2
0601	CLINICAL CARE COOR	12	4
0601	Data Management Analyst	12	1
0601	EPIDEMIOLOGIST	12	5
0601	FORENSIC INVESTIGATOR	12	5
0601	HLTH SRVS PGM SPEC	12	3
0601	Medical Data Analyst	12	1
0601	Mental Health Coordinator	12	1
0601	Practice Enhancement Spec	12	1
0601	Public Health Services Special	12	3
0601	Residential Clinical Coord	12	1
0601	Supvy Mental Health Spec	12	1
0601	SUPVY MENTAL HLTH SPEC	12	1
0601	Supvy Pathologists Assistant	12	1
0601	System of Care Facilitator	12	1
0601	Training & Organ Devel Spec	12	1
0601	Addiction Treatment Specialist	11	1
0601	CARE COOR	11	2
0601	Care Coordinator (Bilingual)	11	1
0601	Community Services Review Spec	11	1
0601	Infection Control Specialist	11	1
0601	Mental Health Specialist	11	12
0601	MENTAL HLTH SPEC	11	77
0601	MENTAL HLTH SPEC BIL	11	4
0601	PATHOLOGISTS' ASSISTANT	11	1
0601	Psychiatry Residency Monitor	11	1
0601	UTILIZATION REVIEW SPEC	11	1
0601	Admin., Addiction Prevention &	10	1
0601	Education Specialist	1	1
0602	Supv Medical Officer (Psychiat	MD6	1
0602	Supv Medical Officer Psych	MD6	1
0602	Supvy. Medical Officer (Psychi	MD6	1
0602	Supv Medical Officer Psych	MD5	4
0602	Supvy Medical Officer Clin Pat	MD5	1
0602	Supv Medical Officer Psych	MD4	3

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0602	CHIEF MEDICAL EXAMINER	E5	1
0602	Medical Officer	6C	2
0602	MEDICAL OFFICER PSYCH TRAINING	6C	1
0602	MEDICAL OFFICER PSYCHIATRY	6C	2
0602	MEDICAL OFFICER PSYCHIATRY	6B	4
0602	MEDICAL OFFICER (MEDICAL EXAMI	6	1
0602	MEDICAL OFFICER MED EXAMINER	6	1
0602	MEDICAL OFFICER PSYCHIATRY	6	2
0602	MEDICAL OFFICER (PSYCHIATRY)	5C	5
0602	MEDICAL OFFICER (PSYCHIATRY)	5B	29
0602	MEDICAL OFFICER NEUROLOGY	5B	1
0602	MEDICAL OFFICER PSYCH TRAINING	5B	2
0602	MEDICAL OFFICER (PSYCHIATRY)	5	16
0602	MEDICAL OFFICER OB GYN	5	1
0602	MEDICAL OFFICER PSYCH	5	1
0602	SUPV MEDICAL OFFICER GP	5	1
0602	MEDICAL OFFICER OPHTHAL	4B	1
0602	MEDICAL OFFICER	3C	1
0602	MEDICAL OFFICER GENERAL PRACTI	3C	2
0602	Medical Officer	3B	3
0602	MEDICAL OFFICER GENERAL PRACTI	3B	3
0602	MEDICAL OFFICER	3	2
0602	MEDICAL OFFICER GEN PRACTICE	3	1
0602	MEDICAL OFFICER GENERAL PRACTI	3	7
0602	MEDICAL OFFICER GIM	3	1
0602	MEDICAL OFFICER GP	3	1
0602	MEDICAL OFFICER ADMIN	16	1
0602	Supervisory Medical Officer	16	2
0602	MEDICAL OFFICER	15	2
0602	SUPV MEDICAL OFFICER	15	1
0602	SUPV MEDICAL OFFICER GP	15	1
0602	PGM ANALYST	12	1
0602	Deputy Medical Officer	10	1
0602	Medical Officer	10	1
0602	MEDICAL OFFICER PSYCH RES	0	32
0603	PHYSICIAN ASSISTANT	12	2
0610	Clinical Nurse	9	12
0610	Clinical Nurse II	9	3
0610	Community Health Nurse	9	12
0610	PSYCHIATRIC NURSE	9	39
0610	CLINICAL NURSE	7	4
0610	NURSE	7	1
0610	PYSCHIATRIC NURSE	7	1
0610	NURSE	5	2
0610	Chief Nursing Executive	16	1
0610	Supervisory Community Health N	14	1
0610	Supervisory Nurse Coordinator	14	2
0610	Supvy Psychiatric Nurse	14	2
0610	Supvy. Psychiatric Nurse	14	1
0610	Supervisory Nurse Consultant	13	1
0610	Supervisory Nurse Practitioner	13	1
0610	SUPERVISORY PSYCHIATRIC NURSE	13	3
0610	SUPV NURSE CONSULTANT	13	1
0610	Nurse Consultant	12	4

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0610	NURSE EDUCATOR	12	2
0610	NURSE PRACTITIONER	12	2
0610	NURSE SPEC	12	1
0610	Nurse Specialist II	12	1
0610	Supervisory Psychiatric Nurse	12	4
0610	SUPV CLINICAL NURSE	12	2
0610	SUPV PSYCHIATRIC NURSE	12	13
0610	Supvy. Psychiatric Nurse	12	1
0610	Nurse	11	4
0610	NURSE CONSULTANT	11	25
0610	Nurse Specialist I	11	1
0610	PSYCHIATRIC NURSE	11	77
0610	Clinical Nurse III	10	1
0610	Community Health Nurse	10	1
0620	PSYCH PRACTICAL NURSE	7	32
0620	PSYCHIATRIC PRACTICAL NURSE	7	1
0620	LICENSED PRACTICAL NURSE	6	5
0620	PRACTICAL NURSE	6	1
0621	NURSING ASSISTANT	6	3
0621	PSYCH NURSING ASST	6	117
0621	PSYCH NURSING ASST	4	1
0625	AUTOPSY ASSISTANT (MORTUARY)	8	3
0625	AUTOPSY ASSISTANT (MORTUARY)	7	7
0630	Public Health Nutritionist	9	1
0630	Supervisory Dietitian	14	1
0630	PUBLIC HEALTH NUTRITIONIST	13	1
0630	SUPERVISORY DIETITIAN	13	1
0630	SUPVY PUBLIC HLTH NUTRITION	13	1
0630	Dietitian	12	4
0630	PUBLIC HLTH NUTRITIONIST	12	1
0630	PUBLIC HEALTH NUTRITIONIST	11	3
0636	REHABILITATION ASSISTANT	8	2
0636	REHABILITATION ASSISTANT	7	2
0636	RECREATION SPEC	5	1
0636	THERAPY ASST	5	2
0638	RECREATION THERAPIST	9	2
0638	RECREATION THERAPIST	7	1
0638	THERAPY ASST	7	1
0638	CREATE ART THERAPY MUSIC	12	1
0638	CREATE ARTS THERAPY PSYCHED	12	1
0638	Supervisory Recreation Therapi	12	1
0638	SUPV RECREATION THERAPIST	12	1
0638	CREATE ART THERAPY MUSIC	11	1
0638	CREATE ARTS THERAPY DANCE	11	1
0638	RECREATION THERAPIST	11	8
0640	FORENSIC PSYCH COUNSELOR	9	4
0640	FORENSIC PSYCH TECH	9	7
0640	SUPV TREATMENT COUNSELOR	9	1
0640	FORENSIC PSYCH TECH	8	110
0640	Mental Health Counselor	8	11
0640	PUBLIC HEALTH TECHNICIAN	8	12
0640	PUBLIC HEALTH TECNICIAN	8	1
0640	TREATMENT COUNSELOR	8	2
0640	TREATMENT COUNSELOR BIL	8	3

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0640	ACCESS COUNSELOR	7	6
0640	FORENSIC PSYCH TECH	7	17
0640	Health Technician	7	5
0640	Medical Support Assistant	7	2
0640	MENTAL HLTH COUNSELOR	7	24
0640	Peer Counselor	7	2
0640	PUBLIC HEALTH TECNICIAN	7	7
0640	RECOVERY SPEC	7	2
0640	SUPV HLTH TECH	7	1
0640	TREATMENT COUNSELOR	7	2
0640	MEDICAL SUPPORT ASST	6	1
0640	PUBLIC HEALTH TECNICIAN	6	13
0640	TREATMENT COUNSELOR	6	1
0640	SUPV PUB HLTH OUTREACH TECH	11	1
0640	SUPV TREATMENT COUNSELOR	11	1
0644	MEDICAL TECHNICIANOLOGIST	9	1
0644	MEDICAL TECHNOLOGIST	9	10
0644	SUPV MICROBIOLOGIST	15	1
0644	Supervisory Medical Technologi	13	1
0644	MEDICAL TECHNICIANOLOGIST	12	1
0644	Supervisory Medical Technologi	12	1
0644	Medical Technologist	11	4
0645	MEDICAL TECHNICIAN	7	2
0645	Medical Technician (Phlebotomy	7	4
0647	DIAGNOSTIC RADIOLOGIC TECH	6	1
0660	SUPV PHARMACIST	16	1
0660	PHARMACIST	14	1
0660	STAFF ASST	14	1
0660	Pharmacist	13	3
0660	Supvy Pharmacist	13	1
0660	PHARMACIST	12	5
0661	PHARMACY TECH	6	13
0668	PODIATRIST	1	1
0669	MEDICAL REC ADMIN SPEC	9	1
0669	Medical Records Admin Spec	9	1
0669	MEDICAL RECORDS CUSTODIAN	9	2
0669	Medical Records Admin	14	1
0669	Medical Records Administrator	14	1
0670	Director of Mental Health	E5	1
0670	Health Systems Administrator	16	2
0670	HLTH SYSTEMS ADMIN	15	2
0670	HLTH SYSTEMS ADMIN	14	1
0670	PGM ANALYSIS OFFICER	14	1
0670	PROGRAM MANAGER	13	1
0670	Health System Administrator	11	1
0670	HEALTH SYSTEM ADMINSTRATOR	10	1
0671	HLTH SYSTEMS SPEC	9	1
0671	Supv Health System Specialist	15	1
0671	HLTH SYSTEMS SPEC	14	1
0671	SUPV HLTH SYSTEMS SPEC	14	1
0671	THIRD PARTY LIABILITY	14	1
0671	HLTH SYSTEMS SPEC	13	5
0675	MEDICAL RECORDS TECH	8	1
0675	MEDICAL RECORDS TECH	7	2

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0675	MEDICAL RECORDS TECHNICIAN	7	6
0675	MEDICAL RECORDS TECH	6	3
0675	MEDICAL RECORDS TECHNICIAN	6	1
0679	LEAD INTAKE ASSISTANT - OA	8	1
0679	Medical Support Assistant (OA)	8	1
0679	Medical Transcriptionist	8	3
0679	INTAKE ASSISTANT	7	5
0679	Medical Support Assistant (OA)	6	1
0679	Medical Support Assistant	4	1
0680	Supv Dental Officer	MD3	1
0680	DENTAL OFFICER PERIODONTICS	3C	1
0680	Dental Officer (Periodontics)	3	1
0680	Dental Officer	2	2
0680	DENTAL RESIDENT	0	6
0681	DENTAL ASST	5	5
0683	DENTAL LAB TECH	9	1
0683	DENTAL LABORATORY TECH	9	1
0685	Public Health Analyst	9	1
0685	PUBLIC HLTH ADVISOR	9	2
0685	Public Health Analyst	14	1
0685	Supervisory Public Health Advi	14	4
0685	Supervisory Public Health Anal	14	3
0685	SUPV PUB HLTH ANALYST	14	3
0685	Supvy Public Health Advisor	14	1
0685	Supvy Public Health Analyst	14	2
0685	EPIDEMIOLOGIST	13	1
0685	Pub Hlth Anlyst(Emer Prepared)	13	1
0685	Public Health Advisor	13	2
0685	PUBLIC HEALTH ANALYST	13	28
0685	PUBLIC HLTH ADVISOR	13	2
0685	Supervisory Public Health Advi	13	3
0685	Supervisory Public Health Anal	13	3
0685	SUPV PUB HLTH ADVISOR	13	1
0685	SUPVY PUBLIC HLTH ADVISOR	13	2
0685	GRANTS MGMT SPEC	12	1
0685	INVEST	12	1
0685	Public Health Advisor	12	1
0685	PUBLIC HEALTH ANALYST	12	31
0685	Public Health Analyst (Statist	12	1
0685	PUBLIC HLTH ADVISOR	12	2
0685	PUBLIC HLTH ANALYST HIV	12	1
0685	SUPVY PUBLIC HEALTH COORD	12	1
0685	SUPVY PUBLIC HLTH ADVISOR	12	2
0685	Public Health Advisor	11	2
0685	Public Health Analyst	11	17
0685	PUBLIC HLTH ADVISOR	11	1
0688	SANITARIAN	9	5
0688	SANITARIAN BIL	9	1
0688	SANITARIAN	12	5
0688	SANITARIAN QMRP	12	10
0688	SUPV SANITARIAN	12	1
0688	SANITARIAN	11	10
0688	SANITARIAN BIL	11	1
0690	INDUSTRIAL HYGIENIST	14	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0690	INDUSTRIAL HYGIENIST	12	1
0690	INDUSTRIAL HYGIENIST	11	1
0698	ENVIRONMENTAL HLTH TECH	9	2
0698	ENVIRONMENTAL HLTH T TECH	7	1
0699	TECHNICAL SERVICE PGM SPECIAL	12	1
0699	SUPVY PARAMEDIC	11	1
0699	EMS Preceptor	10	2
0699	PARAMEDIC INSTRUCTOR	10	2
0701	VETERINARY MEDICAL OFFICER	14	1
0801	Supervisory General Engineer	16	1
0801	SUPV GENERAL ENGINEER	16	1
0801	SUPVY GEN ENGINEER	16	4
0801	Capital Operations Project Mgr	15	1
0801	Gen Engineer (Project Mgr)	15	1
0801	SUPERVISORY GENERAL ENGINEER	15	2
0801	SUPV GENERAL ENGINEER	15	1
0801	Supvy Gen Eng (Public Util)	15	1
0801	Supvy General Engineer (Projec	15	2
0801	CAPITAL PROJECT OFFICER	14	1
0801	Gen Engineer (Project Mgr)	14	9
0801	GEN ENGINEER PROJECT MGR	14	2
0801	GENERAL ENGINEER	14	4
0801	Supervisory General Engineer	14	1
0801	SUPV GEN ENGINEER	14	5
0801	SUPVY GEN ENGINEER	14	1
0801	SUPVY TRANS ENGINEER	14	1
0801	ENGINEER	13	4
0801	GENERAL ENGINEER	13	6
0801	Supervisory General Engineer	13	4
0801	Transportation Engineer	13	5
0801	ENGINEER	12	3
0801	Transportation Engineer	12	11
0801	Chief Transportation Engineer	10	1
0802	CIVIL ENGINEERING TECHNICIAN	9	4
0802	ELECTRICAL ENGINEERING TECH	9	1
0802	ENGINEERING TECH	9	1
0802	CIVIL ENGINEERING TECHNICIAN	7	1
0802	CIVIL ENG TECHNICIAN	6	1
0802	CIVIL ENGINEER	13	1
0802	Supervisory Engineering Techni	13	2
0802	Supvy Civil Engineering Tech	13	1
0802	SUPVY ENGINEERING TECH	13	1
0802	CIVIL ENGINEERING TECH	12	9
0802	ELECTRICAL ENGINEERING TECH	12	10
0802	ENGINEERING TECHNICIAN	12	18
0802	ENGINEERING TECHNICIANS	12	4
0802	Lead Civil Engineering Tech	12	3
0802	SUPV ENGINEERING TECH	12	5
0802	Transportation Engineering Tec	12	17
0802	CIVIL ENGINEERING TECHNICIAN	11	13
0802	CIVIL ENGINEERING TECH	11	3
0802	ELECTRICAL ENGINEERING TECH	11	7
0802	ENGINEERING TECHNICIAN	11	15
0802	Trans Engineering Technician	11	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0802	Transportation Engineer Tech	11	2
0802	CIVIL ENGINEERING TECH	10	3
0802	ENGINEERING TECHNICIAN	10	3
0804	Fire Protection Manager	14	1
0804	FIRE PROTECTION ENGINEER	12	3
0807	LANDSCAPE ARCHITECT	13	3
0808	ARCHITECT (14)	14	1
0808	ARCHITECT (PLANNER I)	14	1
0808	ADA Architect	13	1
0808	ARCHITECT	13	1
0808	ARCHITECT (13)	13	1
0808	ARCHITECT (PLANNER III)	13	1
0808	ARCHITECT	12	2
0809	CONSTRUCTION REP MAINTENANCE	9	3
0809	CONSTRUCTION REPRESENTATIVE	9	3
0809	CONSTRUCTION REP MAINTENANCE	8	2
0809	CONSTRUCTION REP MAINTENANCE	7	1
0809	CONSTRUCTION RESPRESENT	12	2
0809	SUPV CONST REP MAINTENANCE	12	1
0809	SUPVY CONST REP MAINTENANCE	12	3
0809	CONSTRUCTION REPRESENTATIVE	11	18
0809	CONSTRUCTION REP	10	1
0809	CONSTRUCTION REPRESENTATIVE	10	3
0810	Supervisory Civil Engineer	16	3
0810	Supv Civil Engineer	15	1
0810	SUPV CIVIL ENGINEER	15	4
0810	SUPVY CIVIL ENGINEER	15	3
0810	CIVIL ENGINEER	14	2
0810	STRUCTURAL ENGINEER	14	1
0810	SUPV CIVIL ENGINEER	14	5
0810	Supvy Civil Engineer	14	4
0810	CIVIL ENGINEER	13	15
0810	HIGHWAY ENGINEER	13	1
0810	SUPV CIVIL ENGINEER	13	2
0810	SUPV STRUCTURAL ENGINEER	13	1
0810	SUPVY CIVIL ENGINEER	13	4
0810	CIVIL ENGINEER	12	19
0810	STRUCTURAL ENGINEER	12	5
0810	CIVIL ENGINEER	11	2
0818	Senior Engineering Draftsman	9	1
0818	DRAFTSMAN	6	2
0819	ENVIRONMENTAL ENGINEER	9	2
0819	Supv Environmental Engineer	14	2
0819	ENVIRONMENTAL ENGINEER	13	4
0819	ENVIRONMENTAL ENGINEER	12	11
0819	ENVIRONMENTAL ENGINEER	11	11
0828	SUPV CONSTRUCTION ANALYST	16	1
0828	CONSTRUCTION ANALYST	13	1
0828	CONSTRUCTION ANALYST	12	4
0830	MECHANICAL ENGINEER	14	2
0830	SUPV MECHANICAL ENGINEER	13	1
0830	MECHANICAL ENGINEER	12	4
0830	ENGINEER	11	1
0850	ELECTRICAL ENGINEER	13	2

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0850	ELECTRICAL ENGINEER	12	6
0854	COMPUTER ENGINEER	12	1
0855	Electronics Engineer	14	1
0855	Supervisory Electronics Engine	13	1
0855	Electronics Engineer	12	2
0856	ELECTRONIC TECHNICIAN	12	1
0856	Electronics Technician	12	1
0856	ELECTRONICS TECHNICIAN	11	5
0856	ELECTRONICS TECHNICIAN	10	1
0896	INDUSTRIAL ENGINEER	14	2
0900	RESEARCH ANALYST	13	1
0901	Legal Administrative Specialis	9	2
0901	CHIEF ADMIN JUDGE	18	1
0901	ADMIN JUDGE	17	1
0901	Supv Legal Adm Spec(Tort Claim	13	1
0901	Legal Administrative Specialis	12	2
0901	Legal Administrative Spec	11	1
0901	Legal Admnistrative Specialist	11	2
0904	LAW CLERK	9	1
0904	LAW CLERK	6	1
0904	Staff Attorney	6	2
0904	Law Clerk	11	1
0905	ATTORNEY GEN FOR DC	E5	1
0905	INSPECTOR GEN	E5	1
0905	ATTORNEY	9	1
0905	DEPUTY GEN COUNSEL	9	1
0905	Supv Attorney Advisor	9	1
0905	ATTORNEY ADVISOR	8	1
0905	Attorney-Advisor	8	3
0905	Staff Attorney	6	1
0905	GEN ATTORNEY	3	1
0905	GEN COUNSEL	3	3
0905	PEOPLE'S COUNSEL	3	1
0905	ASSOC PEOPLE'S CNSL FOR OPS	2	1
0905	ATTORNEY ADVISOR	2	1
0905	DEPUTY PEOPLES COUNSEL	2	1
0905	GEN COUNSEL	2	1
0905	SUPERVISOR ATTORNEY ADVISOR	2	7
0905	SUPERVISOR TRIAL ATTORNEY	2	4
0905	SUPERVISOR TRIAL ATTORNEY GENE	2	2
0905	SUPERVISORY ATTORNEY ADVISOR	2	21
0905	SUPERVISORY TRIAL ATTORNEY	2	4
0905	GENERAL COUNSEL	16	1
0905	ASSISTANT PEOPLES COUNSEL	15	2
0905	ATTORNEY ADVISOR	15	33
0905	ATTORNEY EXAMINER	15	3
0905	DEPUTY GENERAL COUNSEL	15	1
0905	GEN COUNSEL	15	1
0905	SUPV TRIAL ATTORNEY	15	1
0905	TRIAL ATTORNEY	15	32
0905	TRIAL ATTORNEY GEN	15	3
0905	TRIAL ATTORNEY SUPVY	15	1
0905	ASST GENERAL COUNSEL	14	1
0905	ASST PEOPLES COUNSEL	14	2

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0905	ASST. GENERAL COUNSEL	14	1
0905	ATTORNEY ADVISOR	14	50
0905	ATTORNEY ADVISOR GEN	14	1
0905	Deputy General Counsel	14	1
0905	GENERAL ATTORNEY	14	1
0905	SUPERVISOR TRIAL ATTORNEY	14	1
0905	TRIAL ATTORNEY	14	42
0905	TRIAL ATTORNEY GEN	14	2
0905	ASST PEOPLES COUNSEL	13	2
0905	Attorney Advisor	13	39
0905	GENERAL ATTORNEY	13	3
0905	STAFF ATTORNEY	13	2
0905	SUPERVISORY TRIAL ATTORNEY	13	1
0905	TRIAL ATTORNEY	13	78
0905	TRIAL ATTORNEY GEN	13	6
0905	ASSISTANT GENERAL COUNSEL	12	1
0905	ATTORNEY ADVISOR	12	10
0905	GENERAL COUNSEL	12	1
0905	TRIAL ATTORNEY	12	32
0905	General Counsel	11	1
0905	STAFF ATTORNEY	11	1
0905	ATTORNEY EXAMINER	10	1
0905	Director Recommendation Compli	10	1
0905	GEN COUNSEL	10	1
0905	SUPVY ATTORNEY ADVISOR	10	1
0905	ASST PEOPLES COUNSEL	1	1
0905	Attorney Advisor	1	3
0905	Deputy General Counsel	1	1
0905	LEGISLATIVE COUNSEL	1	1
0905	SUPERVISOR ATTORNEY ADVISOR	1	2
0905	SUPERVISOR TRAIL ATTORNEY	1	1
0905	SUPERVISOR TRIAL ATTORNEY	1	12
0905	SUPERVISORY ATTORNEY ADVISOR	1	16
0905	SUPERVISORY TRIAL ATTORNEY	1	14
0905	Supv Attorney Advisor	1	1
0905	Supv Attorney Advisor (General	1	1
0905	Supv General Counsel	1	1
0905	TRIAL ATTORNEY	1	2
0905	TRIAL ATTORNEY GENERAL	1	2
0930	MAIL ADJUDICATION EXAM	9	2
0930	Network Assistant	9	1
0930	SUPV HEARING EXAMINER	16	1
0930	Hearing Examiner	15	1
0930	Hearing Examiner	14	6
0930	Hearing Officer	14	1
0930	SUPV HEARING & APPEALS EXAM	14	1
0930	SUPV HEARING EXAMINER	14	1
0930	Appeals Examiner	13	1
0930	HEARING EXAMINER	13	17
0930	HEARING OFFICER	13	1
0930	SUPVY HEARING & APPEALS EXAM	13	1
0930	HEARING APPEALS EXAM	12	1
0930	HEARING APPEALS EXAMINER	12	1
0930	HEARING EXAMINER	11	3

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0935	Administrative Law Judge	9	32
0935	GEN COUNSEL	8	1
0935	CHIEF ADMIN LAW JUDGE	15	2
0935	ADMIN LAW JUDGE	14	12
0935	ADMIN LAW JUDGE	13	3
0935	Chief Administrative Law Judge	13	1
0935	Administrative Law Judge	12	2
0935	CHIEF ADMIN LAW JUDGE	10	1
0945	Supvy Clerk of Court	13	1
0950	PARALEGAL	9	2
0950	PARALEGAL ASST	9	1
0950	PARALEGAL SPEC	9	1
0950	PARALEGAL SPECIALIST	9	10
0950	LEGAL INSTRUMENTS EXAMINER	6	1
0950	PARALEGAL SPEC	12	7
0950	PARALEGAL SPECIALIST	12	15
0950	Supervisory Paralegal Speciali	12	1
0950	PARALEGAL SPEC	11	5
0950	Paralegal Specialist	11	37
0962	CONTACT REPRESENTATIVE	9	7
0962	Contact Representative	8	18
0962	CONTACT REPRESENTATIVE	7	27
0962	Contact Representative	6	10
0962	ENVIRONMENTAL SPEC	12	1
0962	PGM SPEC	11	1
0962	Lead Contact Rep.	10	1
0963	LEAD LEGAL INSTRUCTOR EXAMINR	9	2
0963	Lead Legal Instruments Examine	9	6
0963	LEGAL INSTRUMENTS EXAMINER	9	23
0963	SUPVY LEGAL INST EXAM	9	1
0963	LEGAL INSTRUCTOR EXAMINER	8	1
0963	LEGAL INSTRUMENTS EXAMINER	8	44
0963	POLICE COMM OPR	8	1
0963	Legal Instrument Examiner (DMV	7	38
0963	LEGAL INSTRUMENTS EXAMINER	7	39
0963	POLICE COMM OPR	7	1
0963	Legal Instrument Examiner (DMV	6	13
0963	LEGAL INSTRUMENTS EXAMINER	6	9
0963	Hearing Support Manager	13	1
0963	LEGAL INSTRUMENTS EXAMIN SUPV	11	2
0963	Supv Legal Instru Exam (Bil)	11	1
0963	Supv Legal Instrument Examiner	11	4
0963	SUPV LEGAL INSTRUMENT EXAMINR	11	2
0963	Lead Legal Instrum. Exam (DMV)	10	4
0963	LEGAL INSTRUMENTS EXAMINER	10	1
0986	Legal Assistant	9	3
0986	LEGAL ASSISTANT	8	2
0986	LEGAL ASST OA	8	1
0986	Legal Assistant (Court)	7	5
0986	LEGAL ASST	7	1
0986	LEGAL ASST	6	1
0986	Legal Assistant (OA) (Court)	5	6
0986	LEGAL ASST OA	5	1
0986	Supvy Legal Assistant (Court)	11	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
0986	LEGAL ASST	10	1
0991	UNEMPLOYMENT COMPENSATION CLAI	9	2
0991	WORKERS COMP CLAIMS EXAMINER	9	3
0991	Unemploy Comp Claims Exam	7	1
0991	UNEMPLOY COMP CLAIMS EXAMINER	7	1
0991	WORKERS COMP CLAIMS EXAMINER	7	1
0991	UNEMPLOYMENT COMPENSATION CLAI	5	5
0991	Supv Disability Comp Claims Ex	14	1
0991	SUPV WORKERS COMP CLAIMS EXAM	14	1
0991	SUPV WORKERS COMP EXAM	14	1
0991	Lead Workers' Comp Claims Exam	13	2
0991	YSUPERVISORY WORKERS COMP CLAI	13	1
0991	UNEMPLOYKMENT COMPENSATION CLA	12	1
0991	WORKER COMP CLAIM EXAM	12	1
0991	WORKERS COMP CLAIMS EXAMINER	12	8
0991	UNEMPLOYMENT COMPENSATION CLAI	11	2
0991	WORKERS COMP CLAIMS EXAMINER	11	2
0991	Workers' Comp Claims Examiner	11	2
0993	SUPV SOC INSURANCE SPEC	13	1
0994	UNEMPLOY COMP CLAIMS EXAMINER	9	2
0994	UNEMPLOY COMP CLAIMS EXAMINER	5	1
0994	Supv Unemploy Comp Claims Exam	13	1
0994	SUPV UNEMPLOY COMP CLAIM EXAM	12	2
0994	UNEMPLOY COMP CLAIMS EXAMINER	12	4
0994	UC CLAIMS EXAMINER	11	10
0994	UNEMPLOY COMP CLAIMS EXAMINER	11	7
0998	CLAIMS CLERK	6	17
1001	Director	E2	1
1001	LOTTERY DRAW SPEC	9	1
1001	Fire Safety Information Spec	8	1
1001	GRAPHIC ON DESIGNER	7	1
1001	Director Television Programing	15	1
1001	Audio Visual Services Speciali	13	1
1001	PROD COOR	13	1
1001	VIDEOGRAPHER	13	1
1001	VIDEOGRAPHER PROGRAMMING	13	1
1001	VISUAL & PUB INFO OFFICER	13	1
1001	ART IN PUBLIC PLACES PGM MGR	12	1
1001	INTERPRETER AMERICAN SIGN	12	1
1001	ON AIR SR PROGRAMMER	12	1
1001	VIDEOGRAPHER - PROGRAMMING	12	1
1001	EXHIBITS & PROGRAMS COOR	11	1
1001	INTERPRETER AMERICAN SIGN	11	1
1001	LOTTERY DRAW SPEC	11	1
1001	Dir for Corp Communications	10	1
1035	PUBLIC AFFAIRS SPEC	9	1
1035	Public Information Officer	9	1
1035	PUBLIC AFFAIRS SPEC	8	1
1035	Public Affairs Specialist	8	1
1035	Public Affairs Specialist	7	1
1035	PUBLIC AFFAIRS OFFICER	16	1
1035	MGR CONSUMER SVCE DIVISION	15	1
1035	public affairs specialist	15	2
1035	Public Information Officer	15	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
1035	SUPERVISORY PUBLIC AFFAIRS SPE	15	3
1035	CHIEF OF COMMUNICATIONS	14	1
1035	PUBLIC AFFAIRS SPEC	14	2
1035	Public Affairs Specialist	14	3
1035	Public Information Officer	14	1
1035	Supervisory Public Affairs Spc	14	2
1035	SUPV PUBLIC AFFAIRS SPEC	14	1
1035	CONSUMER COMPLAINT SPEC	13	1
1035	CONSUMER OUTREACH SPEC	13	1
1035	PROGRAM MANAGER	13	1
1035	Public Affairs Specialist	13	10
1035	Supervisory Public Affairs Spe	13	1
1035	CONSUMER OUTREACH SPECIALIST	12	2
1035	MARKETING MGR	12	1
1035	PUBLIC AFFAIRS SPEC	12	1
1035	PUBLIC AFFAIRS SPECIALIST	12	8
1035	PUBLIC HLTH ADVISOR	12	1
1035	Supervisory Public Affairs Spe	12	1
1035	CONSUMER EDUCATION SPEC	11	1
1035	CONSUMER OUTREACH SPEC	11	1
1035	PUBLIC AFFAIRS SPEC	11	1
1056	ARTS SPEC	11	1
1060	PHOTOGRAPHER	8	1
1060	PHOTOGRAPHER	7	2
1060	Supervisory Videographer	13	1
1060	Videographer	12	1
1060	PHOTOGRAPHER	10	1
1060	PHOTOGRAPHER FORENSIC	10	2
1071	Audiovisual Production Spec	9	4
1071	Producer	9	1
1071	Audiovisual Production Special	7	1
1071	Supv Audiovisual Prod Spec	14	1
1071	Supervisory Producer	13	1
1071	Supv Audiovisual Prod Spec	13	1
1071	Supv Editor (Television)	13	1
1071	AUDIOVISUAL PROD SPEC	12	1
1071	AUDIOVISUAL PRODUCTION SPECIAL	12	1
1071	Editor (Television)	12	1
1071	Producer	12	3
1071	Supv Audiovisual Production Sp	12	1
1071	Audiovisual Production Spec	11	1
1082	WRITER EDITOR	9	1
1082	Writer-Editor	7	2
1082	Writer Editor	6	1
1082	Writer Editor	5	2
1082	WRITER EDITOR	13	3
1082	Writer-Editor (Webmaster)	13	1
1082	EDITOR	12	1
1082	INFO TECH SPEC	12	1
1082	WRITER EDITOR	12	2
1082	Writer-Editor	12	2
1082	Writer	11	1
1082	WRITER EDITOR	11	3
1083	TECHNICAL WRITER	13	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
1083	TECHNICAL WRITER	12	1
1084	senior graphic designer	12	1
1084	VISUAL INFO SPECIALIST(Graphic	12	2
1084	Visual Information Spec (Print	12	1
1084	Visual Information Specialist	12	1
1084	VISUAL INFO SPEC	11	1
1084	Visual Information Spec (Print	11	1
1087	EDITORIAL ASST OFFICE AUTO	6	1
1101	Asst Dir Bus Oppts & Access Ca	9	1
1101	Chief Tenant Advocate	9	1
1101	Production Specialist (Radio)	9	1
1101	Project Manager	7	1
1101	PROPERTY CONTROL & DISPOSAL SP	7	7
1101	Asst Dir for Procurement	16	2
1101	Asst Director for Construction	16	1
1101	Banking Director	16	1
1101	Supvy. Healthcare Program Mgr	16	1
1101	Zoning Administrator	16	1
1101	Asset Manager	15	1
1101	ASST DIR	15	1
1101	Chief, Grants Division	15	1
1101	Development Finance Mgr.	15	1
1101	DEVELOPMENT MANAGER	15	2
1101	DIRECTOR OF HOUSING	15	1
1101	Housing Compliance Offcr	15	1
1101	Hsng. Prod. Trust Fund Ofcr.	15	1
1101	LEAD PROJECT MANAGER	15	6
1101	SUPV HOUSING & DEV	15	1
1101	Asset Specialist	14	2
1101	ASST DIR FOR FINANCIAL EXAM	14	1
1101	Asst Dir of Certification & Co	14	1
1101	Business License Mgr	14	1
1101	COMM SRVS PGM MGR	14	1
1101	Contract & Loan Specialist	14	1
1101	Contract Compliance Officer	14	1
1101	Dir, Competitive Fed Grants	14	1
1101	FINANCIAL EXAMINER INS	14	2
1101	Grants and Contracts Mgmt Off	14	1
1101	Home Purchase Asst Prog Mgr	14	1
1101	Housing Projects Coordinator	14	1
1101	Project Manager	14	6
1101	QUALITY PGM OFFICER	14	1
1101	Residential Project Manager	14	1
1101	ROW Asset Project Mgr.	14	1
1101	SUPV CONTRACT SPEC	14	1
1101	CONTRACT & PROCUREMENT OFR	13	1
1101	FINANCIAL EXAMINER HMO	13	1
1101	FINANCIAL EXAMINER INS	13	4
1101	GRANTS MANAGEMENT SPECIALIST	13	3
1101	Green Building Coordinator	13	1
1101	HOMESTEAD PROPERTY SPEC.	13	1
1101	HOUSING & DEV PROJECT MGR	13	7
1101	Lead Paint Program Sup	13	1
1101	Program Financial Analyst	13	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
1101	Project Manager	13	4
1101	PROJECT MGR	13	1
1101	Real Estate Delinquent Special	13	1
1101	ROW Asset Specialist	13	1
1101	Secur Finan Exam (Rpt & Discl)	13	2
1101	Supv Cert & Compliance Spec	13	1
1101	Supvy Contract Services Spec	13	1
1101	Business Development Specialis	12	5
1101	Combo Code Compliance Spec	12	2
1101	Contract and Loan Specialist	12	1
1101	Contract Compliance Monitor	12	5
1101	Contract Compliance Specialist	12	2
1101	Contract Services Specialist	12	3
1101	ECONOMIC DEV PGM SPEC	12	1
1101	Economic Dev Program Spec	12	1
1101	Fair Housing Spec (Sec 3)	12	1
1101	Grants Management Specialist	12	6
1101	Grants Program Manager	12	1
1101	GRANTS WRITER	12	1
1101	HOME PURCHASE ASST PGM SPEC	12	1
1101	HOUSING RESOURCE SPEC	12	1
1101	PGM COMPLIANCE SPEC	12	1
1101	Procurement Support Spec	12	1
1101	Program Compliance Specialist	12	4
1101	Program Specialist (PASS)	12	1
1101	PROJECT MANAGER	12	3
1101	Business Certification Spec	11	3
1101	Business Development Specialis	11	1
1101	Contract Compliance Monitor	11	1
1101	Contract Services Specialist	11	3
1101	FACILITIES SHELTER HOME COORDI	11	1
1101	GRANT MGMT SPEC	11	1
1101	GRANTS MGMT SPEC	11	1
1101	GRANTS SPEC	11	1
1101	Housing Inspector	11	1
1101	Procurement Support Sp (PASS)	11	1
1101	Program Compliance Specialist	11	1
1101	Project Manager	11	1
1101	PROPERTY CONTROL AND DISPOSAL	11	9
1101	Interim Director	10	1
1102	Dir Contracting & Procurement	E4	1
1102	CONTRACT SPEC	9	2
1102	Supervisory Contract Spec	9	1
1102	Dir of Contracts and Procureme	16	1
1102	Chief Procurement Officer	15	1
1102	expert procurement specialist	15	1
1102	SUPERVISORY CONTRACT SPECIALIS	15	1
1102	SUPV CONTRACT SPEC	15	1
1102	SUPVY CONTRACT SPEC	15	2
1102	Supvy Contract Specialist	15	2
1102	CONTRACT ADMIN	14	1
1102	CONTRACT MGR	14	1
1102	CONTRACT PRICE COST ANALYST	14	1
1102	CONTRACT SPEC	14	2

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
1102	CONTRACT SPECIALIST	14	5
1102	CONTRACT SPECIALIST BILINGUAL	14	1
1102	CONTRACTING OFFICER	14	1
1102	SUPV CONTRACT SPEC	14	6
1102	Supvy Contract Specialist	14	3
1102	CONTRACT PRICE COST ANALYST	13	2
1102	CONTRACT SPECIALIST	13	25
1102	Contract Specialist/Procuremen	13	2
1102	CONTRACTS SPECIALIST	13	5
1102	SUPV CONTRACT SPEC	13	2
1102	CONTRACT ADMINISTRATOR	12	1
1102	CONTRACT SPEC	12	7
1102	CONTRACT SPECIALIST	12	20
1102	CONTRACT SPEC	11	1
1102	CONTRACT SPECIALIST	11	6
1102	CONTRACTS SPECIALIST	11	2
1104	PROPERTY DISPOSAL SPECIALIST	11	2
1105	PURCHASING AGENT	9	5
1105	PURCHASING AGENT	8	3
1105	Purchasing Agent	11	1
1106	Procurement Tech (OA)	7	1
1106	PROCUREMENT SPECIALIST	2	1
1107	PROPERTY DISPOSAL TECHNICIAN	8	1
1111	FOR PAY PURPOSES ONLY	7	1
1130	Public Util Spec (Telecom)	14	1
1152	PRODUCTION CONTROL (AUTOMATION	7	1
1160	INVESTMENT ASST	6	1
1160	Supervisory Financial Analyst	15	1
1160	Financial Analyst	14	1
1160	SENIOR INVESTMENT ANALYST	10	1
1163	Insurance Exam. (Workers Comp)	7	1
1163	INSURANCE EXAMINER MGR	14	1
1163	SUPV INSURANCE EXAM GEN	14	1
1163	INSURANCE EXAMINER	13	6
1163	INSURANCE EXAM WORKER COMP	11	1
1163	INSURANCE EXAM WORKERS COMP	11	2
1163	INSURANCE EXAMINER	11	2
1165	LOAN SPEC REALTY	12	2
1165	LOAN SPECIALIST	12	1
1165	Loan Specialist	11	1
1170	Realty Officer	15	1
1170	Supervisory Realty Specialist	15	1
1170	Realty Program Specialist	14	3
1170	Realty Program Specialist	13	1
1170	Realty Project Manager	13	3
1170	Realty Specialist	12	4
1176	Building Manager	14	3
1176	BUILDING MGR	14	2
1176	Building Manager	13	3
1176	BUILDING MANAGEMENT SPEC	12	1
1176	BUILDING MANAGER	12	1
1176	BUILDING MGMT SPEC	12	11
1176	BUILDING MANAGEMENT SPEC	11	1
1176	BUILDING MANAGEMENT SPEC	10	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
1300	ENVIRONMENTAL HLTH ANALYST	14	1
1301	ENVIRONMENTAL SPEC	9	1
1301	ENVIRONMENTAL SPECIALIST	9	3
1301	Physical Scientist (Forensic E	14	1
1301	ENVIRONMENTAL SPECIALIST	13	3
1301	ENVIRONMENTAL SPECIALIST	12	6
1301	ENVIRONMENT PGM SPEC	11	1
1301	ENVIRONMENTAL SPECIALIST	11	3
1306	SUPV HLTH PHYSICIST	13	1
1306	Health Physicist	11	1
1320	CHEMIST	12	1
1320	CHEMIST	11	1
1370	Cartographer	13	1
1371	CARTOGRAPHIC TECHNICIAN	9	1
1373	SURVEYOR DC	15	1
1401	Records Management Technician	9	1
1401	Records Management Technician	8	1
1401	Records Management Technician	7	3
1410	ADULT LIBRARIAN	9	2
1410	LIBRARIAN	9	9
1410	Associate Director (Collection	15	1
1410	Associate Director (Neighborho	15	1
1410	Associate Director,MLKML	15	1
1410	Coordinator of Children's Serv	15	1
1410	ADMIN LIBRARIAN	14	1
1410	Senior Librarian (Building Pro	14	1
1410	ADMIN LIBRARIAN	13	4
1410	COOR COMMUNITY YOUTH SRVS	13	1
1410	COOR JUVENILE & SPEC POPULAT	13	1
1410	Health Science Librarian	13	1
1410	LIBRARIAN	13	1
1410	SUPERVISOR OF SPECIAL COLLECTI	13	1
1410	Supervisory Librarian	13	2
1410	LIBRARIAN	12	4
1410	senior librarian	12	3
1410	Special Collections Coordinato	12	1
1410	SUPVY LIBRARIAN	12	23
1410	ADMINISTRATIVE LIBRARIAN	11	1
1410	ADULT & CHILDREN LIBRARIAN	11	1
1410	ADULT LIBRARIAN	11	2
1410	CHILDREN'S LIBRARIAN	11	2
1410	COLLECTIONS LIBRARIAN	11	1
1410	Executive Director	11	1
1410	LIBRARIAN	11	78
1410	Librarian (Adaptive Technology	11	1
1410	LIBRARIAN I	11	1
1410	LIBRARIAN II	11	5
1410	LIBRARIAN TRAINE PEABODY ROOM	11	1
1411	ASST CHIEF ACQUISITIONS	8	1
1411	LIBRARY ASSOCIATE	8	21
1411	LIBRARY TECHNICIAN	8	4
1411	SUPVY LIBRARY TECH	8	1
1411	TAPE TECHNICIAN	8	1
1411	CATALOG SUPPORT TECH	7	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
1411	LIBRARIAN TECHNICIAN	7	1
1411	library associate	7	19
1411	LIBRARY TECHNICIAN	7	4
1411	library technician/mobileunit	7	1
1411	SUPVY LIBRARY TECH	7	3
1411	CATALOGUE SUPPORT TECH	6	1
1411	LIBRARY ASSOCIATE	6	2
1411	LIBRARY TECHNICIAN	6	2
1411	library technician (collection	6	1
1411	RECEIVING UNIT TECH	6	1
1411	SUPV PAGING OPERATINGS	6	1
1411	SUPVY LIBRARY TECH	6	4
1411	LIBRARY TECH	5	2
1411	LIBRARY TECHNICIAN	5	83
1411	LIBRARY TECHNICIAN	4	16
1411	PROCESSING TECH	4	1
1411	LIBRARY AIDE	3	9
1411	LIBRARY AIDE	2	1
1420	ARCHIVIST	6	1
1420	ARCHIVIST	12	3
1420	Supervisory Archivist	12	1
1420	ARCHIVIST	11	4
1510	ACTUARY MGR	14	1
1510	ACTUARY	13	3
1515	OPERATIONS RESEARCH ANALYST	14	1
1515	OPERATIONS RESEARCH ANALYST	13	2
1515	OPERATIONS RESEARCH ANALYST	12	1
1530	STATISTICIAN	9	1
1530	Supervisory Statistician	15	1
1530	SPECIAL ASST	14	2
1530	STATISTICIAN FORECASTING	14	1
1530	STATISTICIAN	13	1
1530	STATISTICIAN HLTH	13	1
1531	Statistical Assistant	9	3
1531	STATISTICAL ASST	8	2
1531	STATISTICAL ASSISTANT	7	7
1601	FACILITIES OPS MANAGER II	16	2
1601	FACILITY SRVS MGR	16	1
1601	FACILITY MGR	15	1
1601	SUPV FACILITIES INSPECTOR	15	1
1601	Dep Traffic Sys Main Mgr	14	2
1601	FAC MAINTENANCE MGR	14	1
1601	FACILITY PGM MGR	14	1
1601	DIRECT MAINTENANCE/REPAIR MANA	13	2
1601	DIRECT MAINTENANCE/REPAIR MGR	13	1
1601	FACILITIES OPS MANAGER II	13	1
1640	FAC SPEC	9	1
1640	FACILITY MGMT SPEC	9	1
1640	FACILITY MGMT OFFICER	16	1
1640	DIRECTOR OF FACILITIES PLANNIN	15	1
1640	Assoc Dir of Facility Mgmt	14	1
1640	FACILITY MANAGER	14	2
1640	Facility Operations Specialist	14	1
1640	Facilities Mgmnt Specialist	13	2

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
1640	FACILITY MGR	13	1
1640	Supvy Facility Operations Spec	13	1
1640	BOILER PLANT OPERATOR SUPV	12	5
1640	Facility Manager	12	1
1640	FACILITY MGR	12	1
1640	Supv. Facilities Operations Sp	12	1
1670	EQUIPMENT SPECIALIST (AUTOMOTI	7	2
1670	EQUIPMENT SPECIALIST / AUTO	12	1
1670	EQUIPMENT SPEC AUTO	11	1
1701	DAY CARE SPEC	9	10
1701	DAYCARE SPEC	9	3
1701	Education Services Monitor	9	1
1701	TRANSITION COORDINATOR	8	1
1701	Day Care Specialist	7	1
1701	Asst Superintendant Postsecond	16	1
1701	Asst Supt, Early Childhood Edu	16	1
1701	Asst Supt, Elem & Secondary Ed	16	1
1701	Dir. Trng and Tech Assistance	15	1
1701	Director for Educator Quality	15	1
1701	Project Dir (Ed Data Warehouse	15	1
1701	Train. and Dev. Mgr.	15	1
1701	TRAINER ADMIN	15	1
1701	Academic Improvement Spec	14	2
1701	Assessment Specialist	14	1
1701	Asst Dir of Training & Educati	14	1
1701	Dir of Trng Edu and Comm Colla	14	1
1701	Program Manager (OPCSFS)	14	1
1701	Project Coordinator (NAEP)	14	1
1701	State Director for English Lan	14	1
1701	Training Officer	14	1
1701	Trng & Technical Spec (ER&W)	14	1
1701	Trng & Technical Spec (HIDI)	14	1
1701	Trng & Technical Spec (LRE&IP)	14	1
1701	Trng & Technical Spec (SR&W)	14	1
1701	EDUCATION TRAINING COOR	13	1
1701	Educational Services Manager	13	1
1701	GED Administrator	13	1
1701	In Service Foster Parent Train	13	1
1701	Literacy Resource Cen Coor	13	1
1701	Policy and Prof Dev Coordinato	13	1
1701	TRAINER	13	5
1701	TRAINING COOR	13	5
1701	Training Officer	13	1
1701	Change in Placement Coordinato	12	1
1701	Education Compliance Specialis	12	1
1701	EDUCATION RESOURCE SPEC	12	1
1701	Education Services Monitor	12	4
1701	Education Svs Monitor (Bilng)	12	1
1701	EMERGENCY MGMT TRAINING OFR	12	1
1701	PATRON TRAINER COOR	12	1
1701	Supvy. Program Coordinator	12	1
1701	Training Dev Spec	12	1
1701	DAY CARE SPEC	11	1
1701	Educ Liaison Spec (Realty)	11	2

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
1701	Education Services Monitor	11	2
1701	EDUCATIONAL SRVS PGM SPEC	11	1
1701	FAMILY SRVS COOR	11	1
1702	COMMUNITY HLTH EDUCATOR	9	1
1702	Training Technician	9	1
1702	Comm Health Education Tech	8	1
1702	EDUCATIONAL TECHNICIAN	7	13
1702	Training Technician	7	2
1702	EDUCATION ASST	6	1
1702	EDUCATIONAL TECHNICIAN	6	9
1702	Education Assistant	5	3
1702	EDUCATIONAL TECHNICIAN	5	12
1702	RECREATION SPEC	5	1
1702	Training Technician	12	1
1702	Training Coordinator	11	2
1710	Educ. Program Administrator	13	1
1710	Supervisory Education Speciali	13	1
1710	EDUCATIONAL SPEC	11	2
1710	TEACHER	11	1
1712	TRAINING INSTRUCTOR	9	1
1712	TRAINING INSTRUCTR HOUSEKEEP	9	1
1712	TRAINING SPEC	13	3
1712	TRAINING SUPV	13	1
1712	Lead Training Instructor (Vehi	12	1
1712	Supv Training Spec	12	1
1712	TRAINING ADMINISTRATOR	12	1
1712	TRAINING SPEC	12	1
1712	TRAINING SPECIALIST	12	12
1712	TRAINING ADMINISTRATOR	11	3
1712	TRAINING INSTRUCTOR	11	12
1712	Training Instructor (Firearms)	11	6
1712	Training Instructor (Vehicle S	11	1
1712	TRAINING INSTRUCTR BUS SKILLS	11	1
1712	Training Specialist	11	4
1715	VOCATIONAL DEVELOPMENT SPECIAL	9	2
1715	VOCATIONAL REHABILITATION SPEC	9	5
1715	Supervisory Vocational Rehabil	15	1
1715	Supervisory Vocational Rehabil	14	2
1715	FOOD STAMP PROJECT MGR GER	13	1
1715	Supervisory Vocational Rehabil	13	5
1715	SUPVY VOCATIONAL REHAB SPEC	13	2
1715	SUPVY VOCATIONAL DEV SPEC	12	1
1715	SUPVY VOCATIONAL REHAB SPEC	12	4
1715	VOCATIONAL REHAB SPEC	12	2
1715	Vocational Rehabilitation Spec	12	4
1715	STAFF ASST	11	1
1715	Vocational Development Special	11	15
1715	VOCATIONAL REHABILITATION SPEC	11	32
1720	Asst. Supt. of Teaching & Lear	15	2
1720	Education Program Specialist	13	5
1720	Education Program Specialist	12	2
1730	Education Research Analyst	12	1
1740	Supv Education Services Spec	14	1
1750	SUPV INSTRUCTIONAL SYSTEM	14	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
1750	SUPERVISOR INSTRUCTIONAL SYSTE	13	1
1801	ABANDONED VEHICLE INSPECTOR	9	1
1801	ABANDONED VEHICLE INVESTIGATR	9	6
1801	COMMERCIAL RECYCLING INVEST	9	3
1801	Compliance and Investigative S	9	4
1801	Compliance Specialist	9	6
1801	CRIME SCENE EVIDENCE TECH	9	3
1801	DISEASE INVEST	9	3
1801	Disease Investigator	9	1
1801	Housing Rehab Specialist	9	1
1801	Neighbor Stab Spec	9	2
1801	PUBLIC VEHICLE ENFORCE INSPEC	9	3
1801	PARKING & TRAFFIC ENFR OFR	8	60
1801	ABANDONED VEHICLE INVESTIGATR	7	4
1801	MONITOR (TRANSPORTATION)	7	2
1801	Neighbor Stab Spec	7	3
1801	PUBLIC VEHICLE ENFORCE INSPEC	7	6
1801	COMPLIANCE SPECIALIST	6	3
1801	Dep Director for Inspect & Com	16	1
1801	Bldg Inspec & Compliance Mgr	15	1
1801	DEPUTY ASST INSPECTOR	15	1
1801	Director, Audit & Investigatio	15	1
1801	Integrity Officer	15	1
1801	Integrity Prog Mgr	15	1
1801	Supervisory Compliance Officer	15	1
1801	Commercial Inspection Manager	14	1
1801	compliance officer	14	1
1801	Consumer Protection Manager	14	1
1801	Deputy Compliance Officer	14	1
1801	FRAUD COMPLIANCE MGR	14	1
1801	Housing Inspection Prog Mngr	14	1
1801	Integrity Officer	14	1
1801	SUPERVISORY INVESTIGATOR	14	1
1801	SUPV COMPLIANCE SPEC	14	1
1801	Supvy Consumer Services Spec	14	1
1801	ADA Comp. Spec. (Employment)	13	1
1801	ADA Comp. Spec. (Human Svcs.)	13	1
1801	ADA Comp. Spec. (Public Works)	13	1
1801	ADA Compliance Spec. (Hlth)	13	1
1801	CABLE TELEVISION INSPECTOR	13	1
1801	CHIEF QA	13	1
1801	CLINIC MGR	13	1
1801	Comb. Code Comp. Spec. III	13	2
1801	COMPLIANCE MONITOR	13	1
1801	COMPLIANCE SPEC CLINICAL	13	1
1801	COMPLIANCE SPEC LIHTC	13	1
1801	COMPLIANCE SPECIALIST	13	5
1801	Consumer Services Specialist	13	1
1801	Inspection and Compliance Spec	13	1
1801	Investigator	13	1
1801	Sup Code Comp Spec (Construct)	13	1
1801	Sup Code Comp Spec (Elev)	13	1
1801	Supervisory Contracting Office	13	1
1801	Supv Combo Code Specialist	13	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
1801	SUPV CRIMINAL INVEST	13	1
1801	SUPV REHAB SPEC	13	1
1801	Supvy Neighborhood Stabil Spec	13	4
1801	Code Compl Spec (Boiler)	12	1
1801	Code Compl Spec (Construct)	12	1
1801	Code Compl Spec (Electrical)	12	2
1801	Code Compl Spec (Elevator)	12	2
1801	Code Compl Spec (Fire Protect)	12	5
1801	Code Compl Spec (Plumbing)	12	3
1801	Comb. Code Comp. Spec. II	12	1
1801	Compliance and Licensing Speci	12	2
1801	Compliance Monitor	12	1
1801	COMPLIANCE SPEC	12	2
1801	COMPLIANCE SPEC FISCAL	12	1
1801	COMPLIANCE SPECIALIST	12	12
1801	Consumer Services Specialist	12	2
1801	Contract Compliance Monitor	12	3
1801	Environmental Compliance Spec	12	1
1801	INVEST FRAUD	12	1
1801	Lead Neighbor Stab Spec	12	3
1801	Quality Improvement Specialist	12	3
1801	Sup Code Comp Spec (Wts/Meas)	12	2
1801	SUPVY COMP REVIEW SPEC	12	1
1801	Supvy Compliance Specialist	12	1
1801	Code Compl Spec (Construct)	11	4
1801	Code Compl Spec (Elevator)	11	1
1801	Code Compl Spec (Weig & Meas)	11	3
1801	Compliance and Invest Spec Bil	11	1
1801	Compliance and Investigative S	11	7
1801	COMPLIANCE MONITOR	11	8
1801	Compliance Specialist	11	3
1801	ENVIRONMENT CRIMES INVEST	11	3
1801	HOUSING ENFORCEMENT SPEC	11	1
1801	Housing Rehab. Specialist	11	1
1801	INVESTIGATOR	11	3
1801	Lead Public Veh Enf Inspector	11	1
1801	Neighbor Stab Spec	11	12
1801	SUPVY ABANDONED VEHICLE INVEST	11	1
1801	COMPLIANCE COORDINATOR	10	1
1802	CELLBLOCK PROCESSING TECHNICIA	9	24
1802	DISPUTE RESOLUTION SPEC	9	2
1802	Lead Motor Vehicle Inspector	9	2
1802	Lead Parking Enforcement Offic	9	19
1802	MOTOR VEHICLE INSPECTOR	9	7
1802	SOLID WASTE DIS STATION INSP	9	1
1802	SOLID WASTE INSPECTOR	9	3
1802	ZONING INSPECTOR	9	2
1802	CELLBLOCK PROCESSING TECH	8	26
1802	COMP & QA MONITOR	8	2
1802	MOTOR VEHICLE INSPECTOR	8	15
1802	Parking Enforcement Officer	8	142
1802	SOLID WASTE INSPECTOR	8	5
1802	CELLBLOCK PROCESSING TECH	7	16
1802	MOTOR VEHICLE INSPECTOR	7	11

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
1802	PARKING ENFORCEMENT OFFICER	7	18
1802	PARKING OFFICER	7	3
1802	SOLID WASTE INSPECTOR	7	4
1802	MOTOR VEHICLE INSPECTOR	6	5
1802	PARKING ENFORCEMENT OFFICER	6	2
1802	PARKING OFFICER	6	32
1802	PARKING OFFICER	5	1
1802	SUPVY PARKING ENFORCEMENT OFF	14	1
1802	SUPERVISOR PARKING ENFORCEMENT	12	3
1802	Cellblock Supervisor	11	3
1802	LEAD INSPECTOR	11	1
1802	LEAD SOLID WASTE INSPECTOR	11	5
1802	SUPERVISOR PARKING ENFORCEMENT	11	20
1802	Supv Motor Vehicle Inspector	11	1
1802	SOLID WASTE INSPECTOR	10	17
1810	CODE ENFORCEMENT INSPECTOR	9	6
1810	INVESTIGATOR	9	22
1810	INVEST	7	1
1810	Investigator	7	2
1810	VFC INVEST	7	1
1810	Supervisory Investigator	15	1
1810	SUPVY INVEST	15	1
1810	Chief Investigator	14	1
1810	SUPVY INVEST	14	1
1810	DILIGENT SEARCH SUPV	13	1
1810	INVESTIGATOR	13	2
1810	Investigator (Patient Abuse)	13	1
1810	Investigator Fraud	13	1
1810	Lead Investigator	13	1
1810	Senior Investigator	13	2
1810	Supervisory Investigator	13	7
1810	SUPV INVEST	13	3
1810	FRAUD INVEST	12	1
1810	INVEST APPLICANT	12	1
1810	INVEST EEO	12	1
1810	INVEST FRAUD	12	2
1810	INVESTIGATOR	12	64
1810	Investigator(Health Care)	12	1
1810	SUPV INVEST	12	1
1810	SUPVY INVEST	12	2
1810	ENVIRONMENTAL INVEST	11	1
1810	INVEST APPLICANT	11	1
1810	INVESTIGATOR	11	43
1810	SUPVY INVEST	11	1
1811	SUPV CRIMINAL INVEST	15	1
1811	CRIMINAL INVEST	14	2
1811	Criminal Investigator	14	2
1811	SUPV CRIMINAL INVEST	14	4
1811	CRIMINAL INVEST	13	13
1811	CRIMINAL INVEST	12	10
1811	CRIMINAL INVESTIGATOR	11	1
1811	Criminal Investigator(Int Afrs	11	1
1811	ASST IG INSPECTOR/EVALUATION	10	1
1811	Supvy Criminal Investigator	10	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
1910	SUPVY QA SPEC	14	1
1910	QA SPEC (AUTO)	11	1
2003	Supply Management Specialist	7	1
2003	Supply Management Officer	13	1
2003	SUPPLY MANAGEMENT SPECIALIST	12	1
2003	SUPPLY MGMT SPEC	11	1
2005	ASST OPERATION MGR	9	1
2005	CLERK,SUPPLY(NON-TYPING)	7	1
2005	SUPPLY CLERK	7	1
2005	SUPPLY TECH	7	9
2005	SUPPLY TECHNICIAN	7	2
2005	CLERK,SUPPLY(NON-TYPING)	6	1
2005	SUPPLY CLERK	6	1
2005	SUPPLY TECH	6	8
2005	SUPPLY TECH TYPING	6	2
2005	VOTER REGISTRATION TECH	6	1
2005	VOTER SRVS TECH	6	1
2005	Communications Specialist	1	1
2010	Inventory Management Spec.	9	2
2010	Supvy. Inventory Management Sp	12	1
2010	INVENTORY MGMT SPEC	11	1
2091	BOOK STORE MGR	12	1
2101	TRANSPORTATION SPEC	9	1
2101	FLEET MANAGEMENT SPECIALIST	7	1
2101	MASS TRANSPORTATION OFFICER	15	1
2101	Supv IT Spec (Applic Software)	15	1
2101	TRANS RESEARCH TECH DEV	15	1
2101	Dep Assoc Dir for Mass Transit	14	1
2101	Emergency Transportation Proje	14	1
2101	Trans Plan (Motor Car Mgmt)	14	1
2101	Trans Res and Tec Dev Proj Mgr	14	2
2101	Transportation Planner (Region	14	1
2101	Supvy Trans Mgmt Planner	13	1
2101	TRANSPORTATION PLANNER	13	4
2101	Transportation Program Spec	13	1
2101	Transportation Spec (Traff Op)	13	1
2101	TRANSPORTATION PLANNER	12	1
2101	Transportation Spec (Traff Op)	12	5
2101	Transportation Specialist	12	1
2101	TRANSPORTATION DATA ANALYST	11	1
2101	Transportation Spec (Traff Op)	11	2
2102	TRANSPORTATION ASSISTANT	9	6
2102	Transpor Asst (RO/MVO)	8	5
2102	Transpor Asst (RO/MVO	7	2
2102	TRANSPORTATION ASSISTANT	7	1
2102	BUS MONITOR	6	1
2102	CLERK,TRANSPORTATION	6	1
2102	Transportation Assist (Data)	6	6
2125	BUS ATTENDANT	7	1
2125	BUS ATTENDANT	3	841
2130	TRAFFIC MGMT SPEC	14	1
2130	Supv Traffic Mgmt Specialist	10	2
2150	OPERATION SPECIALIST,TRAN	9	1
2150	SUPVY TRANS MGMT PLANNER	14	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
2150	OPERATION SPECIALIST,TRAN	13	1
2150	TRANS MGMT SPEC	13	1
2150	TRANSPORTATION MGMT SPEC	13	3
2150	Transportation Management Spec	12	3
2151	DISPATCHER,TRANSPORTATION	8	7
2151	MOTOR VEHICLE DISPATCHER	8	3
2151	Dispatcher	12	1
2151	Dispatcher	11	64
2151	Dispatcher	10	46
2199	Student Intern Transportation	9	1
2199	Student Intern Transportation	7	1
2201	ASSOC DIR OF GIS & IT	15	1
2201	Geograph. Info Syst (GIS) Spec	12	2
2210	INFO TECH SPEC CUST SUPPORT	9	1
2210	INFORMATION TECHNOLOGY SPECIAL	9	7
2210	IT SPEC. (CUSTOMER SUPPORT)	9	3
2210	IT Specialist (DATAMGT)	9	1
2210	INFORMATION TECHNOLOGY SPECIALI	7	1
2210	Acting Chief Technology Office	17	1
2210	Chief Info Tech Officer	16	1
2210	Chief Information Officer	16	6
2210	Chief Information Technology O	16	1
2210	Dir. of Application Infrastruc	16	1
2210	Director of Information System	16	1
2210	Director, IT Opr	16	1
2210	INFO TECH PROJECT MGR	16	1
2210	INFO TECH SPEC	16	4
2210	Information Tech Project Manag	16	1
2210	Information Technology Informa	16	1
2210	Information Technology Officer	16	1
2210	Information Technology Project	16	1
2210	SUPERVISOR INFORMATION TECHNOL	16	1
2210	Supervisory Information Techno	16	4
2210	SUPV INFO TECH	16	2
2210	SUPV INFO TECH SPEC	16	3
2210	Supvy Info Tech Spec	16	1
2210	Supvy Info Technology Spec	16	3
2210	Supvy Information Tech Spec	16	2
2210	DIRECTOR INFORMATION TECHNOLOG	15	1
2210	INFO TECH MGR	15	1
2210	INFO TECH SPEC	15	24
2210	INFO TECH SPEC DATA MGMT	15	3
2210	Information Technology Manager	15	1
2210	INFORMATION TECHNOLOGY PROJECT	15	4
2210	Information Technology Special	15	8
2210	IT Knowledge Manager	15	1
2210	IT Program Manager	15	1
2210	IT Program Manager (Network In	15	1
2210	IT Project Manager	15	1
2210	IT Specialist (APPL. SFTWARE)	15	1
2210	IT Specialist (Security)	15	6
2210	Sup IT Spec (Spa Data Sys/GIS)	15	1
2210	Supervisory IT Specialist	15	2
2210	SUPV INFO TECH	15	2

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
2210	SUPV INFO TECH SPEC	15	7
2210	Supv Information Technology Sp	15	1
2210	Supv IT Spec (Customer Support	15	1
2210	Supvy Info Tech Spec	15	4
2210	Supvy IT Spec (Operating Sys)	15	1
2210	Supvy IT Specialist (Network)	15	1
2210	Supvy. IT Specialist	15	2
2210	CHIEF NETWORK & SYSTEMS ADMIN	14	1
2210	Chief, Systems Analysis and Su	14	1
2210	I T Project Manager	14	1
2210	I T Specialist (Network)	14	2
2210	INFO TECH NETWORK ADMIN	14	1
2210	INFO TECH SPEC INTERNET	14	1
2210	INFO TECH SPEC NS	14	3
2210	Info. Technology Specialist	14	2
2210	INFORMATION TECHNOLOGY SPECIAL	14	59
2210	IT Business Analyst	14	4
2210	IT Project Manager	14	5
2210	IT SPEC (NETWORK)	14	1
2210	IT SPEC (SYSTEMS ANALYSIS)	14	3
2210	IT Specialist	14	14
2210	IT Specialist (Applic. Softwar	14	2
2210	IT Specialist (Customer Suppor	14	2
2210	IT Specialist (Data Management	14	1
2210	IT Specialist (NETWORK)	14	1
2210	IT Specialist (Security)	14	1
2210	SUPERVISORY INFORMATION TECHNO	14	2
2210	Supervisory IT Specialist	14	7
2210	Supv I T Specialist	14	1
2210	SUPV INFO TECH SPEC	14	4
2210	SUPV INFO TECHNOLOGY SPEC	14	1
2210	SUPV INFORMATION TECHNOLOGY SP	14	3
2210	Supv IT Specialist	14	1
2210	SUPVY INFO TECH SPEC	14	2
2210	Supvy IT Specialist (OS)	14	1
2210	Data Base Administrato	13	1
2210	INFO TECH SPEC	13	21
2210	INFO TECH SPEC DATA MGMT	13	1
2210	INFO TECH SPEC NETWORK	13	3
2210	INFO TECH SPEC SYS ANALYSIS	13	2
2210	INFO TECHNOLOGIST	13	1
2210	Information Spec (Data Mgmt)	13	1
2210	INFORMATION TECH SPECIALIST (I	13	1
2210	Information Technology Spec	13	3
2210	INFORMATION TECHNOLOGY SPEC.	13	2
2210	Information Technology Special	13	14
2210	IT Spec (Application Software)	13	5
2210	IT Spec (AppSoftware)	13	1
2210	IT Spec (APPSW/SYSANALYSIS)	13	1
2210	IT Spec (Data Management)	13	3
2210	IT Spec (Network/Customer Spt)	13	1
2210	IT SPEC APPLICA SOFTWARE	13	1
2210	IT Specialist (Customer Suppor	13	1
2210	IT Specialist (Internet)	13	1

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
2210	IT Specialist (Network)	13	3
2210	IT Specialist (Newtork)	13	1
2210	IT Specialist (Security)	13	1
2210	SUPV INFO TECH SPEC	13	4
2210	SUPVY INFO TECH SPEC	13	2
2210	INFO TECH	12	1
2210	INFO TECH SPEC	12	3
2210	INFO TECH SPEC PROGRAMMER	12	1
2210	Inform Tech Spec (Data Mgmt)	12	1
2210	INFORMATION TECHNOLOGY SOFTWARE	12	1
2210	Information Technology Spec	12	4
2210	INFORMATION TECHNOLOGY SPECIAL	12	52
2210	IT Spec (Application Software)	12	1
2210	IT SPEC (DATAMGT/CUSTSPT)	12	1
2210	IT Spec (Network/Customer Spt)	12	1
2210	IT Specialist	12	2
2210	IT Specialist (Data Mgmt)	12	2
2210	IT Specialist (Network)	12	1
2210	IT Specialist (System Analysis)	12	2
2210	SUPV INFO TECH SPEC	12	2
2210	INFO TECH SPEC	11	7
2210	INFO TECH SPEC CUST SUPPORT	11	1
2210	INFO TECH SPEC SYS ANALYSIS	11	1
2210	Information Technology General	11	1
2210	Information Technology Special	11	8
2210	IT Spec (Customer Support)	11	2
2210	IT Spec (Data Mgmt)	11	1
2210	IT Spec (Network/Customer Spt)	11	2
2210	IT Specialist	11	1
2210	IT Specialist (Customer Suppor	11	1
2210	PROJECT COOR	11	1
2210	WRITER EDITOR	11	1
2504	WIRE COMM CABLE SPLICER	11	4
2508	COMMUNICATIONS LINE INSTALLER	10	2
2511	WIRE COMM EQUIP INST REP FR	9	1
2604	ELECTRONIC TECHNICIAN	8	1
2604	ELECTRONIC MECHANIC	12	1
2604	ELECTRONIC MECHANIC	11	6
2604	ELECTRONICS MECHANIC	11	2
2608	DIGITAL COMPUTER MECHANIC	10	1
2805	ELECTRICIAN FOREMAN	9	1
2805	ELECTRICAL WRKR,INSPECTOR	8	2
2805	ELECTRICIAN WORKER	8	3
2805	ELECTRICAL WORKER	5	1
2805	ELECTRICIAN	11	1
2805	Electrician Foreman	11	1
2805	ELECTRICIAN	10	17
2805	ELECTRICIAN,FOREMAN	10	1
2805	ELECTRICIAN,LEADER	10	2
3414	MACHINIST	11	1
3501	MAINTENANCE WORKER	9	1
3501	SANITATION CREW CHIEF	9	69
3501	SANITATION WORKER	7	1
3501	SANITATION WORKER	5	64

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
3501	SANITATION WORKER TASK GROUP	5	70
3501	GROUNDSKEEPER LEADER	4	1
3501	SANITATION WORKER	4	242
3501	MAINTENANCE WORKER	3	2
3501	SCHOOL MAINTENANCE WORKER	3	12
3501	GROUNDS MAINTENANCE WORKER	2	1
3501	BUILDING SERVICES SUPV	10	3
3502	SANITATION SUPERVISOR	9	40
3502	MAINTENANCE OPERATION FOREMAN	7	1
3502	LABORER	5	1
3502	LABORER	4	3
3502	LABORER	3	9
3502	Laborer-Engineer	3	1
3502	LABORER MAINTENANCE	2	1
3502	SANITATION SUPERVISOR	14	8
3502	SANITATION SUPERVISOR	12	10
3502	LABORER	1	1
3502	LABORER GROUNDS	1	3
3502	LABORER MAINTENANCE	1	6
3553	ASPHALT WORKER FOREMAN	6	1
3566	Electrical Worker	8	1
3566	custodial worker supervisor	6	1
3566	MMAINTENANCE OPERATION FOREMAN	4	1
3566	Custodial worker	3	2
3566	custodial worker leader	3	4
3566	custodial worker/laborer	3	23
3566	CUSTODIAL WRK SUPERVISOR	3	1
3566	HOUSEKEEPING AIDE	3	41
3566	HOUSEKEEPING AIDE FOREMAN	3	3
3566	HOUSEKEEPING AIDE LEADER	3	3
3566	CUSTODIAL WRK SUPERVISOR	2	3
3566	HOUSEKEEPING AIDE	2	1
3601	EMERGENCY RESPONS ST REP SUPV	6	2
3602	CEMENT FINISHER	9	2
3603	MASONRY WORKER	9	2
3603	Masonry Supervisor	8	1
3603	MASONRY WORKER	8	12
3603	MASON	10	5
3603	MASON FOREMAN	10	1
3605	PLASTERER	9	5
3605	PLASTERER,LEADER	9	1
3606	ROOFER	11	2
3653	ASPHALT WORKER	7	18
3653	ASPHALT WORKER LEADER	7	9
3653	ASPHALT WORKER FOREMAN	6	5
3653	ASPHALT WORKER	5	5
3653	ASPHALT WORKER	3	4
3703	WELDER	12	3
3703	WELDER	10	1
3806	SHEET METAL MECHANIC	11	2
3806	SHEET METAL MECHANIC	10	2
3809	MOBILE EQUIP METAL MECH FOR	11	1
3809	MOBILE EQUIP METAL MECHANIC	10	7
3817	LOCKSMITH	9	3

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
3817	LOCKSMITH,FOREMAN	12	1
3901	Audio Technician	7	2
3901	AUDIOVISUAL MECHANIC	7	2
4102	PAINTER	9	6
4102	PAINTER,LEADER	9	2
4102	PAINTER,WORKER	7	1
4102	Painting Worker	5	3
4104	LEAD SIGN PAINTER	9	1
4104	Sign Painter	9	1
4104	SIGN PAINTER MVO	9	1
4104	SIGN PAINTER	8	3
4104	SIGN PAINTER FOREMAN	8	1
4104	SIGN PAINTER	7	3
4104	SIGN PAINTER HELPER	5	1
4204	PIPEFITTER	9	1
4204	PIPEFITTER/STEAMFITTER	12	1
4204	STEAMFITTER	12	5
4204	PIPEFITTER	10	4
4204	PIPEFITTER FOREMAN	10	1
4206	PLUMBER	9	10
4206	PLUMBER	7	1
4206	PLUMBER,HELPER	7	1
4206	PLUMBER,WORKER	7	3
4206	PLUMBER,LEADER	12	2
4206	PLUMBER	10	2
4417	MANAGER,REPRODUCTION	13	1
4417	OFFSET PRESS OPERATOR LEADER	12	1
4417	OFFSET PRESS OPERATOR	11	3
4417	OFFSET PRESS OPERATOR	10	2
4601	GEN WOODWORK REPAIRER	10	1
4605	WOOD CRAFTER	10	1
4607	CARPENTER	9	7
4607	Carpenter Leader	9	1
4607	CARPENTER,LEADER	9	1
4607	CARPENTER,WORKER	7	1
4607	CARPENTER	10	2
4701	GEN MAINTENANCE REPAIRLDR	9	3
4701	GEN MAINTENANCE REPAIRWKR	9	5
4701	STREET SIGN INSTALLER	9	2
4701	STREET SIGN INSTALLER FOREMAN	9	1
4701	STREET SIGN INSTALLER MVO	9	9
4701	GEN MAINTENANCE REPAIRWKR	8	4
4701	Street Sign Installer (MVO)	8	1
4701	STREET SIGN INSTALLER MVO	8	3
4701	CUSTODIAN	7	1
4701	GEN MAINTENANCE REPAIRWKR	7	4
4701	STREET SIGN INSTALLER MVO	7	4
4701	CUSTODIAN	3	4
4701	CUSTODIAN FOREMAN	3	1
4701	BUILDING SERVICES MANAGER	12	1
4701	Maint & Operations Supv	12	1
4701	Assistant General Foreman	11	1
4701	Facilities & Maint. Supervisor	11	1
4701	BUILDING SERVICES MANAGER	10	2

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
4701	GEN MAINTENANCE FOREMAN	10	1
4701	STREET SIGN INST LEADER	10	1
4737	GEN EQUIPMENT MECHANIC	11	2
4740	ELECTRICAL WORKER	8	1
4742	Util. Systems Repairer-Operato	10	1
4742	UTILITY SYSTEM REPAIR OPERATR	10	2
4749	MAINT WORKER,ENGINEER	9	1
4749	Maintenance Mechanic	9	9
4749	MAINTENANCE MECHANIC FOREMAN	9	1
4749	MAINT MECHANIC	8	1
4749	MAINTENANCE MECHANIC SUPV	8	1
4749	MAINTENANCE WORKER	8	14
4749	MAINTENANCE WORKER I	8	2
4749	MAINTENANCE MECHANIC	7	2
4749	MAINTENANCE MECHANIC WORKER	7	3
4749	MAINTENANCE WORKER	7	7
4749	MAINTENANCE WORKER I	7	1
4749	MAINTENANCE WORKER LEADER	7	1
4749	RECREATION ASST	7	1
4749	MAINTENANCE WORKER	6	26
4749	MAINTENANCE MECHANIC HELPER	5	31
4749	MAINTENANCE WORKER	5	22
4749	MAINTENANCE WORKER HELPER	5	22
4749	MAINTENANCE WORKER LEADER	5	2
4749	MAINTENANCE WORKER MECH HELPR	5	2
4749	MECHANIC HELPER	5	2
4749	RECREATION SPEC	5	2
4749	MAINTENANCE MECHANIC SUPV	13	1
4749	GEN FOREMAN WAREHOUSE	12	1
4749	MAINTENANCE MECHANIC FOREMAN	11	1
4749	Maintenance Mechanic Supv	11	1
4749	Maintenance Mechanic	10	14
4749	MAINTENANCE MECHANIC FOREMAN	10	1
4749	Maintenance Mechanic Leader	10	4
4749	MAINTENANCE MECHANIC SUPV	10	3
4801	EQUIPMENT OPERATOR	8	2
4801	EQUIPMENT REPAIRER	8	3
4801	BOOTER EQUIPMENT REPAIRER	6	1
4801	TRAFFIC COUNTER MECHANIC	10	2
4802	MUSICAL INSTRMT REP FRMN	10	2
4803	HEAVY MOBILE EQUIP MECH	11	1
4804	LOCKSMITH	9	1
4804	LOCKSMITH LEADER	9	1
4804	LOCKSMITH (TRANSFORMED)	7	1
4804	LOCKSMITH (TRANSFORMED)	11	1
4804	LOCKSMITH	10	1
4805	MEDICAL EQUIP WORKER	7	3
4841	WINDOW SHADE MECHANIC	8	1
5001	LANDSCAPE GARDENER EQUIP LDR	8	1
5003	GARDENER	8	1
5003	LANDSCAPE GARDENER EQUIP OPR	8	8
5003	GARDENER	7	2
5003	MOTOR VEHICLE OPR	7	1
5003	LANDSCAPE GARDENER EQUIP HELP	5	11

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
5003	LANDSCAPE GARDENER EQUIP OPR	5	11
5003	HEAD GROUNDSKEEPER	14	1
5003	Gardener Supervisor	10	1
5003	GROUND UNIT FOREMAN	10	1
5026	PEST CONTROLLER	9	7
5026	PEST CONTROL SUPERVISOR	8	1
5026	PEST CONTROLLER	8	1
5026	PEST CONTROLLER	7	1
5026	PEST CONTROLLER	10	1
5034	COUNCILMEMBER	16	3
5042	TREE TRIMMER & REMOVER	9	4
5042	TREE TRIMMER & REMOVER LEADER	9	3
5042	TREE TRIMMER & REMOVER	7	6
5042	Tree Trimmer and Remover	5	1
5201	BOOTER	6	14
5201	BOOTER FOREMAN	6	1
5201	BOOTER LEADER	6	1
5301	Bridge Maintenance Foreman	9	1
5301	BRIDGE REPAIRER	8	3
5301	BRIDGE REPAIRER	5	6
5301	BRIDGE REPAIRER	10	1
5306	A/C EQUIP MECHANIC HELPER	5	1
5306	BUILDING ENGINEER HELPER	5	1
5306	A/C EQUIP MECHANIC SUPV	13	1
5306	A/C Equipment Mechanic	13	1
5306	AIR CONDITION MECH FORMAN	12	1
5306	Air Conditioning Equipment Mec	11	1
5306	A/C EQUIP MECHANIC	10	3
5306	A/C EQUIPMENT	10	1
5309	Boiler Plant Equipment Worker	8	1
5309	BOILER PLANT EQUIP MECH	12	2
5309	BOILER PLANT EQUIP MECH L	12	1
5309	HEATING EQUIPMENT MECH	12	2
5309	Boiler Plant Equip. Mechanic	10	2
5309	HEATING EQUIPMENT MECH	10	1
5309	HEAVY EQUIPMENT OPERATOR	10	2
5309	INDUSTRIAL EQUIP MECHANIC	10	5
5352	INDUSTRIAL EQUIPMENT MECHANIC	8	1
5352	INDUSTRIAL EQUIPMENT MECHANIC	5	1
5402	BOILER PLANT OPERATOR	9	2
5402	BOILER PLANT OPERATOR III	9	9
5402	BOILER PLANT OPERATOR	15	4
5402	BOILER PLANT OPERATOR I	15	24
5402	BOILER TENDER	15	8
5402	BOILER PLANT OPERATOR SUPV	13	1
5402	BOILER PLANT OPERATOR	11	5
5402	BOILER PLANT OPERATOR II	11	20
5402	BOILER PLANT OPERATOR SUPV	11	5
5402	BOILER PLANT OP ASST SUP	10	1
5402	BOILER PLANT OPERATOR II	10	1
5402	BOILER PLANT OPERATOR SUPV	10	2
5424	WEIGHING MACHINE OPERATOR	7	7
5430	DRAWBRIDGE OPERATOR	9	2
5701	Pavement Marking Equip Oper	9	5

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
5701	TOWING OPERATOR	9	4
5701	CRANE OPERATOR EQUIPMENT REAR	8	1
5701	PAVEMENT MARK EQUIP OPR	8	2
5701	Road Sweeper Operator	8	1
5701	Asst. Sanitation Crew Chief	7	10
5701	PAVEMENT MARK EQUIP OPR HLPER	5	2
5701	Pavement Marking Equip Oper	10	1
5701	SANITATION ROUTE MONITOR WORKE	10	1
5701	TRANSFER STATION OPERS SUPVY	10	6
5703	MOTOR VEHICLE OPERATOR	8	55
5703	Motor Vehicle Operator Leader	8	1
5703	MOTOR VEHICLE OPERATOR SUPERVI	8	2
5703	MOTOR VEHICLE OPR DAC	8	2
5703	MOTOR VEHICLE OPER,FRMN	7	1
5703	MOTOR VEHICLE OPER,LEADER	7	2
5703	MOTOR VEHICLE OPERATOR	7	1003
5703	MOTOR VEHICLE OPR	7	2
5703	MOTOR VEHICLE OPR TG	7	1
5703	MOTOR VEHICLE OPERATOR	6	80
5703	SUPV MOTOR VEHICLE OPR	6	1
5703	MOTOR VEHICLE OPERATOR	5	14
5703	MOTOR VEHICLE OPERATOR	3	1
5703	MOTOR VEHICLE OPERATOR	10	1
5703	MOTOR VEHICLE OPERATOR FORMAN	10	1
5705	TRACTOR OPERATOR	6	1
5706	ROAD SWEEPER OPERATOR	8	36
5716	ENGINEERING EQUIPMENT OPR	9	2
5716	ENGINEERING EQUIPMENT OPERATOR	8	2
5716	ENGINEERING EQUIPMENT OPR	8	3
5716	ENGINEERING EQUIPMENT OPR	11	25
5716	Engineering Equip Oper Supv	10	1
5716	ENGINEERING EQUIPMENT OPR	10	2
5725	CRANE OPERATOR	8	2
5801	Mechanic (Boat)	9	1
5801	FLEET SERVICER	8	11
5801	FLEET SERVICE	10	4
5803	HEAVY MOBILE EQUIP	9	1
5803	HEAVY MOBILE EQUIP REPAIRER	9	1
5803	HEAVY MOBILE EQUIP REPAIRER	8	10
5803	HEAVY MOBILE EQUIP MECH HELP	5	6
5803	HEAVY MOBILE EQUIPMENT MECHANI	5	13
5803	GEN FOREMAN	14	1
5803	HEAVY MOBILE EQUIP INSPECTOR	12	1
5803	HEAVY MOBILE EQUIPMENT INSPECT	12	2
5803	MOBILE EQUIP INSPECTOR	12	1
5803	HEAVY MOBILE EQUIP MECH	11	18
5803	HEAVY MOBILE EQUIP MECH FORMN	11	3
5803	Heavy Mobile Equip Mech Leader	11	2
5803	LDR HEAVY MOB EQUIP MECHANIC	11	1
5803	HEAVY MOBILE EQUIP MECH	10	13
5803	HEAVY MOBILE EQUIP MECH FORMN	10	5
5803	HEAVY MOBILE EQUIP MECH LDR	10	2
5803	HEAVY MOBILE EQUIP MECH LEADER	10	2
5803	HEAVY MOBILE EQUIP MECH SUPVY	10	2

**# of Incumbents by Title by Grade**

OCC series	Title	job grade	# of Inc
5803	HEAVY MOBILE EQUIP MECHANIC	10	5
5803	HEAVY MOBILE EQUIP REAR	10	1
5803	HEAVY MOBILE EQUIP REPAIRER	10	1
5803	HEAVY MOBILE EQUIP RPR MECH	10	1
5806	MOBILE EQUIPMENT SERVICER	8	1
5806	Mobile Equipment Servicer	2	1
5823	Automotive Worker	9	1
5823	AUTOMOTIVE MECHANIC GEN FORMN	12	1
5823	AUTOMOTIVE MECHANIC	10	5
5823	FLEET SERVICE	10	1
6904	TOOLS & PARTS ATTENDANT	6	3
6904	TOOLS & PARTS FOREMAN	6	2
6904	TOOLS AND PARTS ATTENDANT	6	2
6904	TOOLS & PARTS ATTENDANT LEADR	5	1
6907	MATERIAL HANDLER FOREMAN	7	1
6907	MATERIALS HANDLER	7	2
6907	WAREHOUSE, LEADER	7	1
6907	WAREHOUSE, WORKER	7	1
6907	MATERIALS HANDLER	6	7
6907	Materials Handler Leader	6	2
6907	WAREHOUSE WORKER	6	1
6907	WAREHOUSE, LEADER	6	1
6907	WAREHOUSE, WORKER	6	1
6907	MATERIALS HANDLER	5	10
6907	WAREHOUSE, LEADER	5	1
6907	WAREHOUSE, WORKER	5	3
6907	MATERIALS HANDLER	4	2
6907	WAREHOUSE, WORKER	3	1
7401	FOOD PREP & SERVICE FORMAN	8	2
7404	COOK	8	6
7404	COOK LEADER	8	4
7404	COOK	7	7
7404	COOK FOREMAN	7	2
7404	COOK	5	3
7408	COOK	5	2
7408	FOOD SERVICE WORKER FOREMAN	5	2
7408	FOOD SERVICE WORKER	4	23
7601	OPERATIONS HELPER	9	7
7601	OPERATIONS HELPER	11	1
7603	BARBER	8	1
7640	BUS ATTENDANT	3	125

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Attachment J.9

### Comparable Jurisdictions References

Links to examples classification plans (examples only, elements of each DC would consider).

Fairfax County - <http://www.fairfaxcounty.gov/hr/class/class.htm>

Montgomery County -

<http://www.montgomerycountymd.gov/content/ohr/ResourceLibrary/ClassIndex.cfm>

City of Alexandria - <http://alexandriava.gov/personnel/info/default.aspx?id=6410>

City of Miami - [http://www.miamigov.com/employeerel/pages/class\\_pay/](http://www.miamigov.com/employeerel/pages/class_pay/)

State of Oregon - <http://www.oregon.gov/cgi-bin/ccrt.cgi?pg=alp&sec1=A>

Federal Government Classification References

Federal Classification Critique

<http://www.opm.gov/strategiccomp/whtpaper.pdf>

<http://www.opm.gov/omsoe/hr-flex/alltogether.pdf>

<http://www.gao.gov/new.items/d03450.pdf>

<http://www.gao.gov/htext/d04796t.html>

<http://www.uscourts.gov/newsroom/VolckerRpt.pdf>

Federal Classification Links

<http://www.opm.gov/fedclass/>

<http://www.opm.gov/qualifications/Standards/index-Standards.asp>

<http://www.opm.gov/fedclass/gssg.pdf>

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Attachment J.11

### Comparable Jurisdictions References

Links to examples classification plans (examples only, elements of each DC would consider).

Fairfax County - <http://www.fairfaxcounty.gov/hr/class/class.htm>

Montgomery County -

<http://www.montgomerycountymd.gov/content/ohr/ResourceLibrary/ClassIndex.cfm>

City of Alexandria - <http://alexandriava.gov/personnel/info/default.aspx?id=6410>

City of Miami - [http://www.miamigov.com/employeerel/pages/class\\_pay/](http://www.miamigov.com/employeerel/pages/class_pay/)

State of Oregon - <http://www.oregon.gov/cgi-bin/ccrt.cgi?pg=alp&sec1=A>



December 29, 2007

**MEMORANDUM**

**TO:** Daniel Hernandez, DCHR  
**FR:** Charles E. Carlson, Project Leader

**RE:** Report on RFP Development for Classification and Compensation Reform

**Executive Summary**

Based upon our review of the available information over the past ninety days, we confirm that the current classification and compensation system is fundamentally flawed. Our substantive observations are as follows:

1. Positions are classified inconsistently, and we believe there is a considerable issue of internal inequity.
2. There are substantial problems with institutional control over position titles in the District's payroll file; titles appear to be inconsistent and unreliable.
3. Salary ranges are not tied to market analysis.
4. The District does not use a Total Compensation measurement model to attract and retain employees or determine and communicate the value of employment with the District.

A separate review of in-grade pay increases and bonuses concluded that these pay increases are not based on reliable performance review. Furthermore, the District has concluded that the pension program for non-protective service and instructional staff is inadequate.

We find that the District really is not using a classification system today. Positions are submitted to DCHR for classification, and the office places the position in the current range structure based upon former decisions and negotiation with the agency. The result is single position titles classified in as many as ten separate pay grades.

The District has a binding obligation with its labor unions to reform the classification and compensation system covering the employees they represent by 2010. It is our conclusion that the problems affecting those represented positions are common to the management and other non-represented positions, as well.

DCHR has determined that there are 16,000 employees under the Mayor's direct control or authority who would be covered by this project. Sworn police and firefighters would be excluded. DCHR estimates that there are currently 1,200 active job classifications for these 16,000 employees, and it would like to reduce that number of classifications by at least 50%.

We believe that the classification and compensation challenges facing the District can be resolved by 2010 by implementing the work plan described in this report. In summary, we recommend that the District deal with these classification and compensation challenges by

completing the tasks listed as follows, and we believe the timetable is reasonable. This work should be coordinated with the District's initiatives in pension and health care reform so that a total compensation model will emerge from the process.

We recommend the District complete the classification and compensation reform project in four phases:

- Phase I Job Documentation and Classification
- Phase II Market Measurement
- Phase III Implementation
- Phase IV Pay Plan Management

The proposed benchmarks and timetables is as follows:

<b>No.</b>	<b>Deliverable</b>	<b>Completion</b>
1	Create reliable classification list	12/31/07
2	Prepare RFP	12/31/07
3	Release RFP	1/15/08
4	Select consultant for Phase I	2/28/08
5	Develop Job Description Questionnaire	4/30/08
6	Select point factor Job Evaluation tool	4/30/08
7	Complete pilot project on selected sample agencies	6/30/08
8	Refine questionnaires and create communications program	7/31/08
9	Conduct orientations Release Questionnaire Document all jobs	9/30/08
10	Integrate to PeopleSoft	12/31/08
11	Write RFP for Phase II - market measurement	12/31/08
12	Release RFP for Phase II	1/15/09
13	Develop and release classification specifications	2/28/09
14	Select consultant for Phase II - Market measurement	2/28/09
15	Allocate all employees to classifications	3/31/09
16	Complete market measurement	6/30/09
17	Develop pay plan recommendations	9/30/09
18	Implement results	1/31/10

The District does not have the internal capacity to do this project. For example, DCHR reports that its five job classifiers are responding to an average of 130 job classification requests every month. In developing a project RFP, we propose to use District staff trained by professional consultants in modern techniques so that the changes will be rooted in the District. This project will require outside expert direction, technical resources, professional project management, and quality control.

In our earlier draft of this report submitted to DCHR for comment, we developed two budget estimates based upon this project outline. Option A would require the use of consultants for fee exclusively. Option B would require only an outside consultant to direct the project, train staff,

deliver and program job evaluation systems with integration to DCHR's HRIS, provide external control and quality review, manage communications, and oversee development and deployment of new pay systems.

In our view, the only way to accomplish this is to (1) put an immediate moratorium on all classification reviews, hiring, (2) severely limit the amount of job documentation and verification, (3) modify a set of standard classification specifications from a comparable jurisdiction, and rely very heavily on consultants to complete the work. A suggested set of benchmarks and timetable for this approach could be as follows:

<b>No.</b>	<b>Deliverable</b>	<b>Completion</b>
1	Create reliable classification list	12/31/07
2	Prepare RFP	12/31/07
3	Release RFP	1/23/08
4	Select consultant for Phase I	2/28/08
5	Select and modify Classification Specifications	6/30/08
6	Select point factor Job Evaluation tool	6/30/08
7	Integrate to PeopleSoft	10/31/08
8	Allocate all employees to classifications	12/31/08
9	Complete market measurement	12/31/09
10	Develop pay plan recommendations	2/28/09
11	Implement results	3/31/09

Please note, the District, or any consultant in our judgment, would not be able to complete original job documentation or specification preparation in a 14-month timeframe. Therefore, allocation of positions to classifications under this restricted timetable would require utilizing current job descriptions and an established set of classification specifications adapted from a similar employment setting. The validity of the entire project would rest on the accuracy of current job descriptions.

We do not recommend this approach because we believe the lack of original job documentation will subject the District to a very large number of appeals and would be difficult for the various unions to reach agreement with the District on implementation. Our reading of the collective bargaining agreement is that the District has the management right to classify work; however, it has an obligation to negotiate the impact on wage schedules. If individual employees feel that their jobs are not accurately classified based upon what they do, the parties are going to have a very difficult time implementing final pay plans. Non-represented employees are likely to object, as well.

It is our recommendation that the RFQ for the project include a copy of this report and that the Offerors be asked to submit proposals based upon their best professional judgment on how to proceed.

The balance of this report is a discussion of our findings, their relationship to these benchmarks, and our suggestions of methods to help assure success.

## **Background**

The District of Columbia, Office of Contracting and Procurement (OCP), on behalf of the D.C. Department of Human Resources (DCHR), contracted with our firm to (1) perform a comprehensive analysis of the District's current classification and compensation system; (2) provide recommendations for the restructuring and implementation of an improved system; and (3) assist with the development of a Request for Proposal (RFP), including a scope of work and timelines for the large classification and compensation redesign work of the future.

Recommendations expected to result from this analysis will affect both the District's non-bargaining unit and bargaining unit job classifications. However, the pay scales of any labor agreements cannot be altered until agreed to by the parties to the agreements.

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It is understood that only job classifications and compensation systems under the direct authority of the Mayor are a part of this study and any resulting recommendations will not extend to agencies not under the Mayor's authority unless they agree to be a part of this analysis. According DCHR, the study will cover some 16,000 of the District's 37,000 employees, with those not covered employed in District agencies not under the Mayor's direct authority or

control, and it will exclude sworn police officers and firefighters and District instructional personnel. We would expect that the processes we are recommending will be extended to these agencies, as well, if the District leadership determines it is appropriate to do so.

Once a new system is designed and implemented, the Department of Human Resources says it will not continue to maintain any classification and compensation systems abandoned by the implementation of future recommendations.

The Department of Human Resources of the District of Columbia recognizes that its current system of classifying and establishing compensation for its jobs needs to change. The current classification and compensation system is rooted in the Federal Classification System and General Schedule compensation methodology (step plan, jobs graded using old classification standards, time in grade rather than skills). This negatively affects the District's ability to react to market realities, develop a rational classification system for jobs, and ultimately hire and progress high caliber employees.

The District of Columbia has moved substantially away from the federal system since the District de-coupled from the federal government. DCHR is no longer using the federal point factor job evaluation system. In fact, the federal government acknowledges the shortcomings of its own system and is attempting its own reform. In the course of this project, we visited with managers from the Office of Personnel Management to discuss the status of their modernization efforts. Currently, it is mired in litigation and pending legislation which would reverse the process. A copy of a federal white paper on the subject is attached for background reference.

Because the current classification structure is not grounded on rigorous job analysis with resulting specifications, we believe that career paths for District employees are generally absent or not clearly defined and performance standards based on job responsibilities usually do not exist. The quality of the entire system depends on accurate job definition and structure and objective evaluation of meaningful differences. The District needs to be both fair and competitive.

A changing job market, an aging workforce, modernization through automated technologies, and downsizing of the workforce through agency realignments and reorganizations have generated new classification support requirements for District Government. The goal of the work in this project is to move effectively toward the replacement of the antiquated federal classification and compensation system with a system that can accommodate the need for a flexible, equitable, defensible, market sensitive, and more easily administered and reactionary system.

With the submission of this report, we will have completed the following tasks in this project:

1. Reviewed all Applicable Documents and performed an initial comparison of the District's current processes and methods to best practices in both the public and private sectors.
2. Provided a brief assessment of how the Compensation and Classification system may potentially be redesigned.
3. Submitted a draft report to the Contracting Officer's Technical Representative (COTR) on September 30, 2007 (summarized below) which included our initial assessment of the District's current system and recommendations and a project plan for completing a full assessment and making recommendations for a new system which will provide the District the flexibility to react to labor market changes and the capacity to quantify

differences amongst various jobs. The COTR will review and provide all questions and edits within ten (10) days of receipt of the Contractor's draft report.

4. Defined the proposed research methodologies and supporting documents highlighting various best practices related to compensation and classification job specifications.
  - i. Submitted a draft communications plan with the draft report which will inform District managers and employees about the study, its objectives, and potential outcomes.
  - ii. In order to gain a full understanding of DCHR's vision of the new Compensation and Classification system, conducted "brainstorming" meetings with the District's representatives (i.e. COTR, District Union representatives, Human Resource Advisors).
  - iii. Reviewed current positions descriptions for content and format to determine any duplicative issues or irregularities in standardization or specification design. We also reviewed occupational career ladders, qualifications and experience requirements and distinguishing duties.
  - iv. Recommended areas for improvement and streamlining of the overall classification system, including but not limited to the redesign of the pay range structures, the appropriate number of grades, differentials between grade midpoints, and the basis for determining the grade increments between the class series, if necessary.
  - v. Assisted DCHR, as a Subject Matter Expert, in the development of the requirements for the Request for Proposal to implement the recommended system. The District's expectation is that our recommendations, per this final report, will set the parameters for the initial stages of the new system implementation.
  - vi. Assessed the limitations of current system and propose additional technological requirements for the recommended new system.
  - vii. Provided an estimated timeline as well as prospective costs for the implementation of new systems.
  - viii. Provided supporting evidence for all recommendations.
  - ix. Submitted this final draft report, inclusive of all recommendations and assessments to the COTR, for review and approval by December 1, 2007. The COTR will provide comments or revisions within ten (10) days of receipt of Contractor's report.
  - x. Submitted our final report with a draft RFQ for the follow-up classification and compensation study project.

The awarding of the contract for this project did not occur until September 13. By September 30, we conducted an initial orientation, interviewed several key stakeholders, prepared for the next round of interviews and analysis, and prepared a tentative work plan for the project.

Our initial hypothesis regarding the current system was that there are four fundamental areas of concern, and we briefly define each as follows:

1. **Job analysis.** All human resource systems rest on the common foundation of reliable, valid job analysis. We must have competent job analysis to classify work into job hierarchies, measure market competitiveness, set job standards for performance management, and establish accurate staffing and recruitment standards and strategies. The process requires documenting responsibilities, organizing work into occupational families and defining job specifications in a logical manner with specifications that we can test for and appraise. We usually accomplish this with a standard position analysis questionnaire.

An employer then maintains the questionnaires and accurate job specifications. Each employee's responsibilities are reflected in the questionnaire, and each position is assigned to an established job classification. The employer then uses this documentation for a variety of critical management tasks, including motivating, developing, training, and selecting staff. And, unfortunately, sometimes progressive discipline is required to help an employee change direction; in these cases, an accurate understanding of the job absolutely is essential.

2. **Job Evaluation.** Employers with a modern, professional compensation program utilize at least one valid point factor job evaluation system, and frequently more than one, to create a structure that reflects the values of the organization. The factors of a good job evaluation system relate directly to the information collected on the questionnaire. This allows the analyst to verify job content. The system yields a point score, and this enables human resources to cluster similar jobs into common pay grades and make certain that classifications that score substantially differently are compensated at appropriately different levels.

The over-arching objective of job evaluation is to lead the organization toward internal equity. Being able to compare and contrast diverse and similar classifications based upon application of an objective set of measurement factors yielding point scores is a very powerful tool necessary for this process to work efficiently and effectively.

The District's current job evaluation system is "whole job analysis" and involves looking at each job uniquely and trying to decide consistently how to assign positions to pay grades. This approach is very susceptible to substantial inter-rater error, and, because it is so ill-defined, the system can be "gamed" much more easily than a point factor system with established rating criteria applied rigorously over time.

3. **Market Pricing.** No employer wants to pay too much or too little, at least not without a purpose. Market pricing means collecting a sufficient amount of data on organizations that employ jobs similar to the District's to be able to assess its market position. It is important to consider base pay and other forms of substantial compensation. This is a very complex measurement process because there are different markets for different occupations, and the District is a very heterogeneous employer. There are literally hundreds of varied jobs. In market pricing, we do not try to measure all jobs; instead, the District would use a sampling technique targeted at very specific markets.
4. **Pay Policy.** Pay policy is where all the measurement is put into practice. Pay policy is where the employer implements its strategic pay objectives. It is here that the employer defines how pay raises are administered, what happens when duties change substantially, and the relationship between pay and such factors as performance, knowledge growth, and length of service.

These four areas of emphasis are fundamental to sound compensation management. They all must be addressed effectively if the pay system is to have a coherent purpose and function as intended.

Below, we have posed a number of critical questions that we felt needed to be answered in this stage of the project. The answers that follow are our guide to developing our specific recommendations for the reform project.

1. Job analysis. All successful human resource systems are built on a foundation of sound job analysis. Questions that we intend to answer include:
  - a. When a new position is created, how are its responsibilities documented and translated into a position description?
  - b. How is the District developing and using job classification specifications?
  - c. What validation process is the District using to link job analysis, recruitment and testing, performance management, and testing?
  - d. When a position is submitted for reclassification, what process is followed to document and verify job content?
  - e. What would be necessary to implement a structured job analysis questionnaire and a consistent review process?
2. Job evaluation. It certainly is not necessary for the District to use a single job evaluation methodology; however, it should be using well-documented point factor job evaluation processes that are appropriate for the various occupational groups. Point factor systems can provide an analytic framework to compare and contrast highly dissimilar jobs. We don't believe internal equity should drive the system; it certainly needs to be understood and managed. Questions to be investigated and answered include:
  - a. How does the District evaluate job content now?
  - b. When a job is analyzed, what criteria are used for allocating it to a pay range?
  - c. What types of job evaluation systems are likely to be the most appropriate and useful to the District?
  - d. How do we balance the requirements for internal equity with the particular characteristics of the District's labor markets?
3. Market pricing. One of the most striking concerns raised in the various papers and analyses prepared over the years about the shortcomings of the current system is the struggle to develop effective pay relationships with the District's labor markets. We realize that the federal government struggles with the same issues, and, even though the District has been on its own in compensation management for several years now, the institutional changes required to become more market oriented are in their infancy. If the District can lay the foundation for a sound system through expert job documentation and job evaluation, then the market piece can be the major breakthrough in the implementation project. In this area, we believe the following questions should be addressed:
  - a. What is the labor market overview for the various occupational groups?
  - b. How are positions filled? From the inside or by internal promotion?
  - c. How does the District assess market values for these groups now?
  - d. How does the District utilize market information in determining pay ranges and pay policy?

- e. How does total compensation fit into to the compensation picture?
  - f. How are individual performance and length of service compensated? How does this relate to the relevant markets?
4. Pay policy. Great compensation practices are valuable to an organization to the extent they are turned into policy and implement. We understand and respect that there is a balance between City policy developed through management rights and specific provisions negotiated and contracted in collective bargaining. We have the following questions:
- a. What are all of the pay policies affecting the employees covered by this study?
  - b. Who are the policy stakeholders?
  - c. Who is responsible for implementing policy?
  - d. If the policies need to be changed, how does this occur?

We will attempt to answer each of these questions below. It needs to be understood that this work was completed in a very compressed period, and our observations are based upon a review of documents, discussions with various stakeholders, and thirty-five years of personal experience in public employment consulting involving policy, labor relations, and compensation. In short, the views of the consultant are going to flavor the conclusions. However, we believe that is one of the reasons the District selected our firm for this analysis.

## Our Findings

In the interests of sticking with the work plan established in early October, I will attempt to address the questions in the order originally presented.

1. **Job analysis**. All successful human resource systems are built on a foundation of sound job analysis. Questions that we intend to answer include:
  - a. **When a new position is created, how are its responsibilities documented and translated into a position description?** The agency submits a request for classification to DCHR with a description of duties. A “Classifier” in DCHR then prepares a position description and recommends a pay range allocation. According to the Classification Manager, her group averages about 130 such requests a month, and there are 5-6 Classifiers carrying this workload. The Manager carries a classification workload, as well.
 

The group believes that many of the requests that they receive are written to obtain a specific pay range outcome. A lot of their time is consumed by a) writing job descriptions, or b) trying to determine whether the claims are legitimate or not.

The Classifiers need a solid set of job classifications to guide their considerations, and they should not be in the business of writing job descriptions. The agencies should document the jobs thoroughly, and the Classifiers should be recommending classification assignments based upon the duties documented. The agency should not request a specific placement or a pay grade; just document the job accurately.
  - b. **How is the District developing and using job classification specifications?** This is one of the major areas of concern. In our judgment, the District is not using classification specifications effectively. Instead of using established job series for occupations, DCHR is developing unique pay plan placements based upon unique job descriptions. This has led to positions having the same title allocated to multiple pay ranges.

DCHR provided us with a data processing file of over 20,000 employees covered by this project. We sorted the positions by classification title and reviewed the job titles and pay ranges for the first 10,000 names. The conclusions were striking in terms of the lack of institutional control over the allocation of job titles to pay ranges.

The following examples are illustrative:

Accountant, 6 grades (9-15)  
Administrative Assistant, 12 grades (3-15)  
Clerical Assistant, 8 grades (4-14)  
Civil Engineering Tech, 7 grades (6-12)  
Human Resource Specialist, 7 pay grades (6-14)  
Computer Specialist, 7 grades (9-15)  
Executive Assistant, 11 grades (4-16)

Everyone with whom we have shared this tabulation agrees that this is compelling evidence of internal inequity and the need for reform of the job classification system.

- c. What validation process is the District using to link job analysis, recruitment and testing, performance management, and testing? We do not believe that there is any consistent linkage between these key human resource systems. In general, we believe that the District lacks defined selection standards related to minimal levels of experience and training necessary to do the work. This all has to hang together to be effective: accurate definitions of responsibility, valid required knowledge, skills, and abilities, and minimum employment standards. The latter can be different combinations of education and experience that fit the duties, but they do need to be defined if valid selection and performance management are to occur.

We have attached a list of best-practices for creating and maintaining reliability and validity in job analysis and evaluation. We provided this to DCHR for dissemination to staff as a training aid.

- d. **When a position is submitted for reclassification, what process is followed to document and verify job content?** Documentation is in writing with the request and may involve follow-up telephone or email correspondence.
  - e. **What would be necessary to implement a structured job analysis questionnaire and a consistent review process?** We will cover this below in our recommendations for the reform project.
2. **Job evaluation.** It certainly is not necessary for the District to use a single job evaluation methodology; however, it should be using well-documented point factor job evaluation processes that are appropriate for the various occupational groups. Point factor systems can provide an analytic framework to compare and contrast highly dissimilar jobs. We don't believe internal equity should drive the system; it certainly needs to be understood and managed. Questions to be investigated and answered include:
- a. **How does the District evaluate job content now?** DCHR is using whole job classification analysis. The Classifiers maintain that they are using the federal Factor Evaluation System. We conclude that if it is being used, it is not being used consistently. If it were consistently applied, the District would not have the title Executive Assistant in eleven different pay grades.

Unless an agency is using another point factor job evaluation on its own, this is the extent of point factor job evaluation in the District. We also note that the federal Office of Personnel Management, in its attempts to modernize its own practices, is moving away from the highly structured FES approach and grading jobs based upon "whole job analysis" of a paragraph job description for assignment to a "broad band" pay range. We do not recommend following that example.

We also would note that we have seen numerous RFP's over the past months from public sector employers that implemented broad-banded systems and want to go back to a more traditional point factor, tightly managed system. Why? They cannot maintain any sense of internal equity without it.

- b. When a job is analyzed, what criteria are used for allocating it to a pay range?** We believe the principal criteria are precedent, the language provided in the request, and, according to the staff, internal negotiations. We believe the extent and effect of negotiations are reflected in the internal inequity results identified here. DCHR has initiated some market measurement, as well.
  - c. What types of job evaluation systems are likely to be the most appropriate and useful to the District?** We believe the District should be using market measurement in combination with as many as three point factor systems for three main groups: 1) non-exempt office workers; 2) occupations with a substantial element of physical effort; and 3) management and professional positions.
  - d. How do we balance the requirements for internal equity with the particular characteristics of the District's labor markets?** The balancing will depend on the occupational series. Basically, jobs for which the labor market is consistently internal should rely more heavily on internal equity measures. For example, if most employees enter at the lowest level jobs and higher jobs in the series are filled mostly by promotion or transfer, then we can say that the labor market is largely internal. Other jobs are filled largely from external markets with high levels of turnover; e.g., engineers, information technology professionals, nurses. For these positions, we should be relying more heavily on market information.
- 3. Market pricing. One of the most striking concerns raised in the various papers and analyses prepared over the years about the shortcomings of the current system is the struggle to develop effective pay relationships with the District's labor markets. We realize that the federal government struggles with the same issues, and, even though the District has been on its own in compensation management for several years now, the institutional changes required to become more market oriented are in their infancy. If the District can lay the foundation for a sound system through expert job documentation and job evaluation, then the market piece can be the major breakthrough in the implementation project. In this area, we believe the following questions should be addressed:**
- a. What is the labor market overview for the various occupational groups?**  
The District has not articulated a compensation philosophy that is backed by sound regular research. This District, however, has demonstrated that it can perform very competent market analysis when resources are available and called upon. The findings are troubling.

Daniel Hernandez, Associate Director of Classification and Compensation, presented a thoughtful analysis in a report to the City Council in September 2004. In his report, Hernandez said, *Council may think that all government employees are overpaid, but according to recent marketplace data, the District*

*still lags behind the market, particularly for non-union employees, some union employees, and executive pay.*

- b. How are positions filled? From the inside or by internal promotion?** Both. It is clear to us that the job series are not well-documented and logical, and they lack clearly detailed knowledge, skill, and abilities and related selection objectives in terms of required experience and related education. The principles that support quality job specifications also support effective hiring practices.

The ability to select the most qualified applicant for a position is critical to managing the District successfully. The District transferred hundreds of its top management positions to “employment at will” arrangements with a new pay plan in recent years. It is important that the District continue to have clear employment standards that indicate what subordinates need to do to prepare themselves to be able to compete effectively for those leadership positions when they become available.

Regarding union positions, the selection of union employees for promotion and transfer within the bargaining units is governed by a contractual requirement to pick the most qualified applicant; if qualifications are relatively equal, then the District is to select the most senior qualified applicant. We believe the lack of measurable employment and performance measurement standards and practices places the integrity of this language at substantial risk and can cause a drift to seniority as the chief criterion on selection. We believe this would be a significant loss.

- c. How does the District assess market values for these groups now?** Episodically. DCHR has very limited capacity to conduct market analyses, and this is a major objective for the upcoming study. The Department of Classification and Compensation in DCHR has contributed spot market reviews in support of the bargaining process and for special assignments; however, it is acknowledged that this type of measurement needs to be a routine part of DCHR operations, fully staffed, and performed rigorously.
- d. How does the District utilize market information in determining pay ranges and pay policy?** Addressed in c above.
- e. How does total compensation fit into to the compensation picture?** The District does not employ a total compensation management approach. Compensation issues are addressed singly, not from the perspective of total compensation and career planning. We are aware that the District and the Unions (non-protective service and non-instructional) are coming to grips with a pension system that is substantially under financed. We also are aware that the District is developing varied approaches to providing employee health care and insurance. We believe that the District must develop a Total Compensation approach during the course of this project if it is going to manage its compensation program effectively.

We note here that the District of Columbia Pension Board has a new Executive Director, Eric Stanchfield. I have known and worked with Mr. Stanchfield in other capacities for over 30 years, and the District is very fortunate to have him as its new Executive Director. In addition to his extensive experience with defined benefit pension systems, he is an expert in health care insurance matters. As part of this phase of the study, I introduced Daniel Hernandez to Mr. Stanchfield, and I encourage the DCHR and DCPB to explore ways in which they can share data and programs to bring the District to a Total Compensation Management model.

- f. **How are individual performance and length of service compensated? How does this relate to the relevant markets?** Employees who are not at will receive typically receive an across-the-board increase plus a step increase in their range if they are still eligible. At-will employees receive raises based upon performance ratings.

We believe the average pay increase that results from this process is typical of practice in public employment but exceed the average increases given to workers in the U.S. economy. However, noting Mr. Hernandez's analysis that District workers appear to be paid less than their comparables, an aggressive pay plan approach may be warranted.

In addition, until recently, employees were eligible for non-base bonuses. That policy has been suspended pending the development of improved standards and institutional controls.

4. **Pay policy. Great compensation practices are valuable to an organization to the extent they are turned into policy and implement. We understand and respect that there is a balance between City policy developed through management rights and specific provisions negotiated and contracted in collective bargaining. We have the following questions:**

- a. **What are all of the pay policies affecting the employees covered by this study?** We will defer on this item for the time being. The consultant responsible for larger study will want to address these in detail.
- b. **Who are the policy stakeholders?** The stakeholders are many and varied. They include the employees, managers, elected leaders, citizens, customers and clients. The most difficult aspect of human resource management in the public sector is that there are so many stakeholders, and each has a legitimate, and sometimes conflicting, claim on the resources necessary to carry out public policy. We live in a pluralistic society predicated on compromise. We have to balance the need to pay well with the need to keep taxes at a reasonable level. We need to be fair, yet firm. What we cannot do is nothing...this compensation system needs major surgery now, and in that process, we have to be conscious of the various interests with a stake in the outcome.

One key group of stakeholders is the human resource representatives from DCHR and the agencies. We met with them to discuss this project and hear their concerns. It is clear to us that this group is highly motivated to establish an equitable system. The present situation of classification bartering does not work well for them or their agencies. We believe that they are ready to embrace a system based upon logic, greater objectivity, and measurement. And they need to be involved in the project throughout.

We also met regularly with the Labor Management Task Force appointed to supervise the implementation of classification and compensation reform for the employees in pay groups one and two who are represented by the various unions that are a party to the master labor agreement. This agreement includes language requiring this project be completed by 2010. We expect that the Task Force will continue to be involved very deeply in this project until it is completed successfully.

- c. **Who is responsible for implementing policy?** We believe the primary responsibility for implementation falls to the Mayor and his designees.
- d. **If the policies need to be changed, how does this occur?** After thorough study and analysis, it is the responsibility of DCHR to bring forward specific

recommendations for legislation and supporting policies to enact and manage the appropriate changes.

This concludes are summary of the major findings of the analysis that we have been able to conduct since mid-September. This is the third collective bargaining agreement containing specific language calling for reform. We were brought into the process as a resource and change agent to bring the project forward. Hopefully, our comments above help lay that foundation.

## **Roadmap to Reform**

We have recommended a list of specific tasks with dates (benchmarks) for a classification and compensation project. We provided the list in the Executive Summary above, and we offer the following as a more detailed explanation of the steps that we are recommending.

**No. 1 Create a reliable classification list.** In order to prepare an RFP for the market, we must know how many specific job classifications are to covered by the study. Our analysis of the payroll list of over 20,000 employees in the agencies under the Mayor's direct control (the focus of this project) revealed significant disparities in how positions are titled. This data was drawn from the new PeopleSoft payroll system. DCHR acknowledges this as a substantial issue to resolve immediately.

We reviewed over 10,000 lines of data (employees), cleaned up some the titles based on a face-value analysis, and counted almost 2,500 individual classifications, including single titles assigned to multiple ranges. It is understood, and can be stated, that one of the major issues in this study is the determination of a reasonable set of job classifications; however, the "scope of work" for the RFP must state an accurate estimate of the number of classifications so proposing firms are to give the District accurate fee quotations. (Note: a single title in four ranges should be regarded as four classifications for purposes of the RFP.

Accordingly, DCHR has launched a process to clean up the classification titles in the payroll file to at least eliminate the inconsistencies. They have indicated this project will be completed **by 12/31/07**.

**No. 2 Prepare RFP.** We will prepare the Scope of Work for Phase I of the RFP as soon as the District has had an opportunity to comment on this report. We have discussed an outline of the Scope with OCP so this can be done expeditiously. We are recommending that a follow-up RFP be issued for Phase II – Market Measurement in twelve months. We will not know until Phase II whether consulting assistance will be necessary for Phases III or IV – Implementation and Maintenance, respectively. Our work on the RFP for Phase I will be completed **by 12/31/07**.

**No. 3 Release the RFP for Phase I.** It will be the District's responsibility to release the RFP for Phase I. We have recommended that this be accomplished **by 1/15/08**.

**No. 4 Select consultant for Phase I.** The District will have an established process for selecting the consultant for Phase I. We believe that the consultant should have the following knowledge and skills:

- Experience with complex classification systems
- Experience in public sector labor/management relations
- Expert knowledge of point factor job evaluation systems and their application to public sector jobs
- Ability to lead a project team

- Ability to train human resource professionals in job analysis, documentation and job evaluation
- Ability to integrate job evaluation systems with PeopleSoft if the selected systems are not already PeopleSoft compatible

We recommend that the District select a consultant by **2/28/08**.

We also cannot emphasize strongly enough are preference for using internal resources whenever possible to complete this project. We feel that the District has a large number of experience human resource staff, both in DCHR and the agencies, who are ready, willing, and able to learn the concepts and practices of professional compensation management. Therefore, we urge the District to select a consultant who is committed to developing internal staff to do as much of the project as possible, and make the necessary management commitment to identify interested, talented staff and make the necessary arrangements to release them from their regular assignments to work on this project. The District will have a much more successful project if it can imbed the methods in its staff rather than retaining a consultant to do all of the work, then either leave the scene or have to continue for a long period of time in order to maintain the system.

**No. 5 Select point factor Job Evaluation tools.** The District currently does not use a point factor job evaluation system. At one time, it utilized the federal Factor Evaluation System (FES); however, we believe that there are systems available today that are tailored to the type of work to be evaluated in the District. It should be the consultant's responsibility to recommend the appropriate job evaluation systems. We recommend the job evaluation system(s) be selected **by 4/30/08**.

**No. 6 Develop Job Description Questionnaires.** The District does not have a quality job analysis questionnaire. Because of the diversity of occupations in this complex workforce, we believe that more than one questionnaire will be needed. The questionnaires should be appropriate for the nature of the occupations to which it is deployed and mirror the factors used in the relevant job evaluation system. It should be the consultant's responsibility to develop the questionnaires. We recommend that draft questionnaires be completed **by 4/30/08**.

**No. 7 Complete pilot project on selected sample agencies.** A project of this size demands a test group before launching the full project. We recommend a pilot Phase I project of very short duration involving about 5% of the employees (approximately 1,000). We recommend selecting agencies having a diverse employment mix so we can test the entire documentation and evaluation system. We strongly recommend that all human resource positions, including the HR Representatives from the agencies be included in the test group to facilitate deployment of the full study. We recommend completion of this project test **by 6/30/08**.

**No. 8 Refine the job questionnaires and create a communications program.** Based upon a quality review of the pilot project, the consultant would refine the job questionnaires. The consultant also would create a project communication plan that would include written communications, orientation and training materials, and means for making progress reports.

We cannot stress strongly enough the need for an effective, consistent communication effort. At a recent project kick-off for a major urban employer in another area of the country, we asked, "When you need to get a message to every employee, how do you do it?" The answer: No one knew how to do it, so this became the critical first step – forge a communication link.

We suspect the District will have to face the same challenge, so we recommend that the District use a combination of written and video-based communication to educate employees and managers about the job documentation process. The, we recommend that the District center its communication program on the DCHR Intranet site, posting progress reports and “frequently asked questions” on a regular basis, supplemented by periodic print releases. The Labor Management Task Force should assume a leadership communication role to the members of the bargaining units covered by the study. We recommend completion of this step **by 7/31/08**.

**No. 9 Document all jobs.** We recommend that the District ask employees to document their position responsibilities using the appropriate job questionnaire. For those positions have multiple incumbents who are clearly performing the same duties, a joint questionnaire response will be very adequate, and the agency HR representatives should be responsible for creating and implementing that strategy, with notification to DCHR for coordinating purposes. We recommend that this process be completed **by 9/30/08**.

**No. 10 Integrate job evaluation systems to PeopleSoft.** We are recommending that the District move to an integrated pay management system using its PeopleSoft platform so that all data is tied together in one database. Accordingly, the District is urged to select a vendor having the capability to manage this integration. We recommend completing this step **by 12/31/08** so that it will support the job evaluation process and pay plan development.

**No. 11 Write the RFP for Phase II - market measurement.** We proposed that the District take the steps necessary to launch Phase II while Phase I is in its final stages. The reason for having two RFP’s is that it is likely that the work in Phase I will inform the RFP design process for Phase II. We recommend that this step be completed **by 12/31/08**. As the job structure and market patterns of internal vs. external comparisons are clarified, the District will have a much better notion of how to structure the market measurement RFP.

**No. 12 Release RFP for Phase II.** We recommend releasing the Phase II RFP **by 1/15/09**.

**No. 13 Develop and release classification specifications for all occupations.** This is the heavy lifting portion of Phase I. We expect that this portion of the projection will require a full-time team of up to a dozen staff, including consultants from October 1 through the end of February. The work product for this step will be new classification specifications for every occupational group in the Mayoral agencies. We recommend that the team be assigned to groups of occupations. It would be their job to read the related job questionnaires and prepare classification specifications for every level according to an established template and organizational design. We recommend that his step be completed by **2/28/09**.

**No. 14 Select consultant for Phase II - market measurement.** We believe the criteria for selecting a consultant for Phase II are the same as Phase I. If this proves to be the case, then, if the consultant for Phase I is performing well and is interested, then that firm is a likely candidate for Phase II. This selection should be made **by 2/28/09**.

**No. 15 Allocate all employees to classifications.** As soon as the District has signed off on the tentative classification plan, then the project team would assign every employee to the appropriate classification based upon h/his job documentation. This step would be completed **by 3/31/09**. This allocation should be regarded as tentative; there would be no pay tied to the classification. The allocation list should be shared with the agencies for comment.

**No. 16 Complete market measurement.** The Phase II consultant should be responsible for guiding the District through identification of appropriate markets for lists of benchmark

jobs. The consultant then would collect the market information for those positions. Whenever possible, the District should assign staff to collect and analyze the information under the consultant's supervision. This will build the internal capacity to maintain the measurement process. In creating the market analysis, we urge the District to consider a Total Compensation model, at least for purposes of macro analysis. For example, if the District's policy is to "match" the market and its pension program is inadequate, then it may be necessary to target a slightly higher market position. Conversely, if contributions to the health plan are on the high side, then some offset in pay objectives may be in order. Hopefully, the results of this project will dovetail with the work underway on pension reform and health plan changes. We recommend that this step be completed **by 6/30/09**.

**No. 17 Develop pay plan recommendations.** Based upon the results of the job documentation, evaluation and classification process, combined with the benchmark market data and information on current internal rates, ranges, and practices, the consultant should be responsible for developing pay plan recommendations for the District's consideration. The consultant also should provide input on policy revisions necessary to implement the recommendations. The PeopleSoft integration discussed earlier should support the costing of recommended changes. We recommend that this step be completed **by 9/30/09**.

**No. 18 Implement the results.** This is where the action is – project implementation. In a employment setting as complex as the District of Columbia, managing expectations and communicating results will be critical. This is why we stress the development and consistent use of an aggressive communication program to explain the steps of the project, demonstrate progress, and create feedback. We understand that the affected labor unions are going to be on top of this study throughout its life and will be ready to address the results professionally. We expect equal diligence from the non-represented staff. In short, this project will draw attention, particularly as we move toward implementation. We cannot stress enough the need for effective communication. We recommend that the plan for implementation be completed **by 1/31/10**. The unions have negotiated a substantial compensation set-aside for implementation, and the District will need to develop estimates for other employee groups, as well.

Having reviewed this report, DCHR asked for a third project option that would complete as much of this work as possible by the end of Q1 2009. In our view, the only way to accomplish this is to (1) put an immediate moratorium on all classification reviews, except those necessary for hiring, (2) severely limit the amount of job documentation and verification, (3) modify a set of standard classification specifications from a comparable jurisdiction, and rely very heavily on consultants to complete the work. A suggested set of benchmarks and timetable for this approach could be as follows:

<b>No.</b>	<b>Deliverable</b>	<b>Completion</b>
1	Create reliable classification list	12/31/07
2	Prepare RFP	12/31/07
3	Release RFP	1/23/08
4	Select consultant for Phase I	2/28/08
5	Select and modify Classification Specifications	6/30/08
6	Select point factor Job Evaluation tool	6/30/08
7	Integrate to PeopleSoft	10/31/08
8	Allocate all employees to classifications	12/31/08

9	Complete market measurement	12/31/09
10	Develop pay plan recommendations	2/28/09
11	Implement results	3/31/09

Please note, the District, or any consultant in our judgment, would not be able to complete original job documentation or specification preparation in a 14-month timeframe. Therefore, allocation of positions to classifications under this restricted timetable would require utilizing current job descriptions and an established set of classification specifications adapted from a similar employment setting. The validity of the entire project would rest on the accuracy of current job descriptions.

We do not recommend this approach because we believe the lack of original job documentation will subject the District to a very large number of appeals and would be difficult for the various unions to reach agreement with the District on implementation. Our reading of the collective bargaining agreement is that the District has the management right to classify work; however, it has an obligation to negotiate the impact on wage schedules. If individual employees feel that their jobs are not accurately classified based upon what they do, the parties are going to have a very difficult time implementing final pay plans. Non-represented employees are likely to object, as well. Accordingly, this timetable does not include any estimate of the timeframe expected for implementation.

### **Conclusion**

We hope that this report explains the challenges and opportunities before the District in bringing substantial change to its compensation system. One thing is abundantly clear – change is needed. The timing is critical. Every economic forecast points to a substantial shortage of skilled employees in for at least a generation as the baby-boomers retire. There simply are not a sufficient number of replacements, and competition for skilled staff will be intense.

It is our experience that most public employees do what they do because they like serving others. They find the work challenging and interesting. Certainly everyone would like to earn more money; however, most public employees are not working for a big paycheck. Furthermore, many tend to stay for a career of service.

What public employees do want is to be treated fairly. The current District pay system is not fair. Fortunately, it can be changed to be fair...and competitive. The professional knowledge and skills exist to make the repairs if we have the will and discipline to move forward.

This report provides several options for the District to accomplish its objective of developing a modern job classification and pay system. We have endeavored to point out the advantages and disadvantages of the various alternatives, and we are available to discuss our findings and recommendations.

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Labor – Management Task Force on  
Compensation and Classification Reform

# **Blueprint** for Classification and Compensation Reform



November 2002

**BLUEPRINT FOR CLASSIFICATION AND  
COMPENSATION REFORM**

**DEVELOPED BY  
THE LABOR-MANAGEMENT COMPENSATION AND  
CLASSIFICATION REFORM TASK FORCE**

**NOVEMBER 2002**

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## **EXECUTIVE SUMMARY**

The Labor-Management Task Force on Compensation and Classification Reform (“Task Force”), a joint labor-management committee, was created as a result of the most recent collective bargaining agreement between the District and Compensation Units 1 and 2, which represent approximately 7,500 District employees. The Task Force was composed of an equal number of union and management representatives and has received implementation support from an interagency team of District government personnel and compensation and classification consultants.

The scope of the work discussed by this Task Force represents the most expansive collaborative effort undertaken by unions and management in the District. Beginning in October 2001, the Task Force met weekly to establish guiding principles for the overall reform project and develop a plan for classification and compensation reform. Working together, labor and management hope to:

- Strengthen market competitiveness of compensation;
- Update classification specifications to reflect current positions;
- Improve administrative efficiency; and
- Increase employee and management understanding about classification and compensation systems through training and communication.

The Blueprint makes recommendations in three core areas: Classification Reform, Compensation Reform, and Supplemental Reward Systems.

## **CLASSIFICATION REFORM**

The Task Force agreed upon guiding principles for classification reform. They determined that the District's classification system should:

- Provide a framework to organize the relationship among jobs within and between occupational groups;
- Provide an expanded framework for Labor and Management to negotiate compensation;
- Reflect the skills that employees need to do their jobs; and
- Be streamlined to reduce the overall number of job classifications, as well as the number of factors used in the classification (job evaluation) process.

Within these principles, the Task Force formulated some specific recommendations for a classification system that they intend to develop jointly over the next 12 months.

## **COMPENSATION REFORM**

The Task Force also established guiding principles for compensation reform. They determined that the District's compensation should:

- Be market competitive;
- Fiscally responsible;
- Support the District's ability to recruit and retain employees;
- Support market differentiation by occupational group; and
- Foster a strong workforce that supports improved service delivery.

The Task Force's compensation reform efforts over the past 12 months have focused on three areas: 1) pay schedule consolidation, 2) market competitiveness, and 3) salary range structure.

Pay schedule consolidation was completed in April 2002 and reduced the number of Compensation Unit 1 and 2 pay schedules from 21 to 10. The pay schedules are organized

around nine occupational categories: Clerical/Administrative, Health Care, Information Technology, Legal, Maintenance/Trades/Labor, Professional/Program Administration, Protection and Enforcement, Corrections and Others, and Science/Engineering. This occupational approach to grouping jobs was seen as the cornerstone of the reform efforts, and should set a model for other groups of employees throughout the District government.

To determine the competitiveness of the District's current compensation, the Task Force developed and sent a compensation survey to 55 jurisdictions (including the Federal Government). The survey covers 74 benchmark positions, divided among the nine occupational groups. The survey results will be compiled in November 2002 and shared with the Task Force for use in their work throughout 2002 and 2003.

The results of this pay survey will be critical to the Task Force's continuing work in defining and prioritizing the next steps in compensation reform. This blueprint makes preliminary recommendations about what shape that reform should take. These recommendations are expected to inform the Task Force's work throughout Fiscal Year 2003 as well the upcoming Compensation Unit 1 and 2 negotiations for the Fiscal Year 2004-2006 period.

#### **SUPPLEMENTAL REWARD SYSTEMS**

Supplemental reward systems provide a mechanism to support variable pay that may be determined by some measure of individual, group or organizational performance. The Task Force strongly urged continuing support for existing programs that are already codified in the *District Personnel Manual*, Chapter 19, "Incentive Awards," and the development of new joint supplemental reward projects consistent with the existing Collective Bargaining Agreement.

#### **CONCLUSION**

Classification and compensation reform is a long-term project; the Task Force expects it to take at least three years to achieve full implementation due to the magnitude of the work, the cost of designing the new systems, and the potential increased payroll costs. The Blueprint

contains a high-level timeline for this work, as well as a discussion of project costs and benefits.

The discussions and recommendations summarized in the Blueprint represent one of the most significant labor-management collaborative efforts conducted by the District. Task Force members acknowledge that these recommendations reflect a cultural change about how labor and management can work together to improve service productivity, the reputation of the District and its employees, and ultimately the life of the District employee, not only as a worker on the job but also as a citizen and taxpayer.

The Task Force also acknowledges that there is major work to be accomplished, both in the short and long term. Moreover, all participants acknowledge that while there are significant costs associated with these reforms, the benefits to the District as a whole and to its employees are worthwhile.

The stakeholders who will need to be committed to this process are many - employees in Compensation Units 1 and 2, other employees and their unions, managers, the D.C. Office of Personnel and Human Resource Advisors, the Office of Labor Relations and Collective Bargaining and labor liaisons, agency directors, the D.C. Council, and ultimately residents, businesses and visitors to the District. It is up to the Task Force to ensure that the successes achieved to date are a strong predictor of the successes ahead on the long road to modernizing the District's human resources systems in a way that supports a high performance workforce.

## INTRODUCTION

This Blueprint summarizes the activities and recommendations of a joint labor-management committee that addressed compensation and classification reform for the Government of the District of Columbia (“the District”) from October 2001 to September 2002.

This joint effort arises from provisions in the most recent collective bargaining agreement covering District employees in Compensation Units 1 and 2. These compensation units consist of approximately 7,500 employees in 21 locals that are affiliated with the following international unions: American Federation of Government Employees (AFGE); American Federation of State, County, and Municipal Employees (AFSCME); Communications Workers of America (CWA), Fraternal Order of Police (FOP); National Association of Government Employees/International Brotherhood of Police Officers Service Employees International Union (NAGE/IBPO SEIU); Public Service Employees Union; and Service Employees International Union (SEIU). See Appendix A for a list of local unions in Compensation Units 1 and 2.

The joint labor-management committee that is now called the Labor-Management Task Force on Compensation and Classification Reform (“Task Force”) was mandated by a Memorandum of Understanding (MOU) between the District and the aforementioned unions.

From the “Memorandum of Understanding,” dated January 30, 2001:

The Parties hereby agree that the District and the Unions shall commence a joint labor-management classification and compensation collaborative review of District jobs. The project shall examine the current classification and compensation systems in order to ensure that the job classifications fairly represent actual work performed by the District employees as well as the appropriateness of the District’s current classification and compensation systems.

The entire Compensation Agreement between the District of Columbia Government and Compensation Units 1 and 2 (“the Collective Bargaining Agreement”) and the related Memoranda of Understanding are contained in Appendix B.

The Task Force began working on classification and compensation reform in October 2001. This Task Force was composed of an equal number of union leadership representatives from the unions and District managers. The Task Force received implementation support from an interagency team of District government personnel from the District's Office of Personnel (DCOP), Office of Labor Relations and Collective Bargaining (OLRCB), Office of Budget and Planning (OBP), Office of Pay and Retirement (OPR), Department of Human Services, Department of Public Works, and City Council. The efforts of the Task Force were facilitated and supported by expert consultants in compensation and classification: The Segal Company and Fox Lawson & Associates. A list of participants can be found in Appendix C.

This effort included weekly meetings by labor and management representatives and represents a year of work. Employees in Compensation Units 1 and 2 comprise the majority of unionized employees and provide a broad array of services to the public. Moreover, the scope of the work discussed by this Task Force represents the most expansive collaborative effort undertaken by unions and management in the District. This endeavor also represents another step in the Mayor's efforts toward "Making Government Work" and investing in the workforce.

The joint pay schedule consolidation effort and the compensation/classification initiatives outlined in this report in many ways parallel reforms suggested in the recent OPM White Paper entitled "A Fresh Start for Federal Pay: The Case for Modernization."<sup>1</sup> The White Paper examines the white-collar federal pay system and its limitations. In particular, it notes that position descriptions are out of date and do not reflect the current work environment; that "the current pay system does not reflect market pay levels;" and that "it has minimal ability to encourage and reward achievement and results."

The first section of the Blueprint describes the guiding principles of overall compensation and classification reform. The second section discusses the recommendations associated

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<sup>1</sup> Kay Coles James, "A Fresh Start for Federal Pay: The Case for Modernization," United States Office of Personnel Management, Washington, DC, April 2002, p. v.

with classification reform while the third section addresses compensation reform. The fourth section discusses implementation and enhancement of supplemental rewards. The final section addresses the financial benefits and costs associated with these efforts as well as a general proposed timeline for implementation.

## **CURRENT CLASSIFICATION AND COMPENSATION SYSTEMS IN THE DISTRICT**

Following the MOU in January 2001 and the Collective Bargaining Agreement Between Compensation Units 1 and 2 and the District Government, which was ratified on September 26, 2001, and is effective through September 30, 2003, the District embarked on a collaborative labor-management review of its classification and compensation systems.

### *Guiding Principles for Overall Reform*

These efforts were accomplished under the following set of four guiding principles:

- Strengthen market competitiveness of compensation;
- Update classification specifications to reflect current positions;
- Improve administrative efficiency; and
- Increase employees' and management's understanding about classification and compensation systems through training and communications.

These guiding principles are described in more detail below.

### *Strengthen market competitiveness of compensation*

The District's standing as a state, county and city government and congressional oversight of its budget make the District unique among other public employers. To provide such a wide range of efficient and high quality services, the District needs to recruit and retain high caliber employees with a diverse set of skills. To enhance the District's competitive position, the Task Force considered ways to improve competitiveness, including:

- Shortening the length of time it takes to progress through an entire range of steps, and;
- Narrowing the gap that may exist in comparison to similar employers, such as the federal government and other jurisdictions.

Beyond the issue of pay competitiveness, the Task Force agreed to explore pilot programs that would provide enhanced compensation opportunities through supplemental rewards programs, in accordance with the guidelines set forth in Article 4, Part II of the Collective Bargaining Agreement.

*Update classification specification to reflect current positions*

Currently, employees with the same position title may have very different job functions and responsibilities. Conversely, employees with similar duties may have different job titles. The Task Force recognized that there was a need to create a more rational system of position titles and underlying position descriptions, based on the *current* functions of a position to reflect the skills that employees need to perform their work. This provides a mechanism for the District to more accurately define the skill sets required to provide service delivery to District residents and constituents.

*Improve administrative efficiency*

Compensation and classification reform ensures enhanced administrative efficiency by:

- Better aligning the skill sets of the workforce with the needs of the District as an employer;
- Supporting the District's competitiveness in the job market;
- Allowing the District to simplify the budget development process;
- Improving the efficiency of the payroll system by reducing the number of pay schedules; and
- Improving payroll functionality by reclassifying jobs with environmental or hazardous pay differentials by including the premium in the base pay, when appropriate.

This will ensure that the District can recruit and retain a high performance workforce and support improved service delivery.

*Increase employee and management understanding about classification and compensation systems through training and communications*

To promote a high performing workforce, the Task Force thinks that it is crucial for all employees and managers to understand the revised classification and compensation systems. Improved managerial and employee training and communications about classification and compensation reforms will help to achieve this goal.

The Task Force expects the revised classification system to provide a framework to organize the relationship among jobs within and between occupational groups. The revised compensation system will provide an expanded framework for Labor and Management to negotiate compensation and address occupation-based issues through classification and compensation reform along with negotiations.

The most recent collective bargaining agreement acknowledged the importance of funding compensation and classification reforms, as reflected in the MOU:

During Fiscal Year 2003, the District will also invest the equivalent of a minimum of 1 percent increase in the aggregate salaries for the bargaining unit toward further classification and compensation reforms intended to strengthen the District's market competitiveness as an employer and to improve administrative efficiency.

The spirit of this language underscores the importance of continued Task Force cooperation in FY 03 to accomplish further reforms in a cooperative, collaborative manner with the goal of using these reforms as a model for other employee groups.

## **CLASSIFICATION REFORM**

### *Current System*

One of the Task Force's goals was to address some of the systemic weaknesses of the District's classification system. The District's current classification system is based upon two factor classification systems: the Factor Evaluation System (FES) for white collar positions and the Federal Wage System (FWS) for blue collar positions.

Although FES is widely used at the federal level, one concern addressed in the recent OPM White Paper is that the FES does not fully and accurately distinguish the types of work currently performed by government. This report acknowledged the transformation of the work performed at the Federal level from transactional to knowledge-based. This transformation arose from the change in government work – from clerical tasks, revolving around established stable processes or the application of physical effort, to more highly skilled and specialized knowledge-based work.<sup>2</sup>

The FES is based on nine factors:

- Knowledge Required by Position;
- Supervisory Controls;
- Guidelines;
- Complexity;
- Scope and Effect;
- Personal Contacts
- Purpose of Contacts;
- Physical Demands; and
- Work Environment.

The FWS is based on four factors:

- Skill and Knowledge;
- Responsibilities;
- Physical Effort; and
- Working Conditions.

The District's classification program follows these dual systems, with separate factors used for the white collar and blue collar positions. As one can see from the lists above, some of the terms used for the factors are similar in both systems. Also, within both systems, the factors tend to overlap and, particularly in the FES, do not clearly differentiate between jobs themselves and the levels within jobs.

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<sup>2</sup>Kay Coles James, pp. 4-6.

There are some positive aspects of the District’s current program, including the fact that the FES and FWS are widely used and well documented. In addition, there are many available classifiers in the region who understand the factor system and therefore will be familiar with the District’s classification program. However, to engage in any significant classification reform, the District will not only need to hire new classifiers, but also retrain existing classifiers.

It appears likely that the current factors and job series structure may not accurately reflect job functions performed by District employees and those that are typically carried out at the state, county, and local levels. For instance, the “Miscellaneous” job series category becomes a frequent catch-all. Also, because classification standards support such narrowly defined (and sometimes outdated) jobs, any change in function typically leads to a request for job review, with attendant administrative time to review each request sufficiently.

Finally, DCOP does not have enough classifiers to handle the workload because learning the classification program requires extensive training, which leads to delays and “work arounds.” The end result is sometimes misclassification of positions and often confusion about how or why a position is classified in a certain way.

The Task Force developed a set of guiding principles that focused members’ deliberations in a productive direction.

#### *Guiding Principles for Classification Reform*

- The classification system should provide a framework to organize the pay relationships between jobs and within an occupational group (silo);
- The classification system should reflect the skills that employees need to do their jobs; and
- The classification system should be streamlined to reduce the overall number of classifications, as well as the number of factors used in the classification process.

### *Considerations*

In addition to the job evaluation factors used by the federal government, the Task Force examined the factors used by other jurisdictions, specifically in regard to classifying the engineering job series.

The Task Force considered several models of classification systems that are used by other governments:

- Federal system;
- State of Maryland;
- City of Houston;
- Montgomery County, Maryland; and
- Gwinnett County, Georgia.

For each jurisdiction, the Task Force compared how many grade levels existed in the engineering job series and then compared how these levels differentiated work performed. The number of professional engineering grades or levels ranged from 4 to 7, and class distinctions were determined by a variety of factors, ranging from 4 factors to 11.

Dr. Rob Heneman, Professor of Management and Human Resources at Fisher College of Business, The Ohio State University, served as an advisor to the OPM project that resulted in the White Paper. In a presentation to the Task Force, Professor Heneman stated that there is no “perfect” classification system, but noted that classification systems based on three to five factors often work best.

### *Recommendations*

The Task Force recommends that the District should:

- Implement a four-level class structure for most classifications:
  - Entry Level;
  - Developmental Level;
  - Full Performance or Journey Level; and
  - Lead/Specialist Level.

- Some classifications may require fewer levels, and some classifications may include a Trainee or Apprentice level.

The table below details the qualifications that would differentiate the four main levels.

Level	Level	Qualifications
Entry	Level I	Qualified to hold position; learning the significant technical aspects of the work, learns how “we” do things, masters the basic and routine tasks, demonstrates success on a portion of a larger task or project, willingly accepts supervision, shows directed creativity and initiative, performs well under time and/or budget pressure
Developmental	Level II	Developing proficiency; moving to full competence, and ability, assumes responsibility for definable projects, relies less on supervision, works independently and produces significant results, develops credibility and a reputation, builds a strong internal network of relationships (may typically be demonstrated by 2-5 years of experience.)
Full Performance (Journey)	Level III	Fully competent to perform normal job duties, increases in technical breadth, develops a broad business perspective, stimulate other through ideas and knowledge, involved as a manager, mentor or idea leader in developing others, represents the organizations effectively to clients and external groups, builds a strong internal and external network; (may typically be demonstrated by 5-9 years of experience.)
Lead/Specialist	Level IV	Recognized expert, mentor to others, provides direction to the organization, defines/drives critical business opportunities and needs, exercises power responsibly, obtains essential resources, sponsors promising individuals to prepare them for leadership roles, represents the organization on critical strategic issues; (may typically be demonstrated by 9 + years of experience.)

- To decide the level at which a position belongs, classification will be based on a modified FES system using only four factors:
  - Knowledge Required
    - Current FES and FWS factor
    - Includes specific skills or educational requirements
  - Scope and Complexity
    - Represents merged FES and FWS factors and subfactors

- Supervision Exercised
  - Represents merged FES factors
  - Includes supervisory controls and personal contacts
- Working Conditions
  - Merged FES and FWS factors
  - Includes required physical effort, environmental conditions and working conditions
  - May include hazard consideration, which is currently handled through differential pay mechanisms

There are several issues to keep in mind as we develop a new classification system. It is important to note that the weighting of these four recommended factors *may* differ between occupational groups. Also, the Task Force will need to examine career ladder movement to determine the criteria guiding employee progress from level to level within a classification. Finally, implementation of a new classification structure will require the District to maintain a fully staffed team of classifiers, to train classifiers on any new classification system, and to provide extensive communication to employees and managers about the new system.

From a systems perspective, DCOP has already begun work on an automated position description library, a project that is part of the *Change@Work* initiative, in order to automate the classification process, including the electronic compilation of position descriptions.

## COMPENSATION REFORM

### *Current State*

To date, the Task Force's efforts regarding compensation reform have focused on three areas: 1) pay consolidation, 2) market competitiveness, and 3) the salary range structure. As previously noted, the pay consolidation process has been completed and was deemed a success by labor, management, and their constituencies.

At the start of classification and compensation reform, the 7,500 employees in Compensation Units 1 and 2 were paid on 21 pay schedules, 13 for white collar workers and eight for blue collar workers. In addition, there were more than 100 supplemental pay schedules related to the primary pay schedules. These employees were covered under 75 Collective Bargaining Unit (CBU) codes, 17 service codes, and 258 series codes. The proliferation of codes in the payroll system reflects the numerous and inconsistent changes to the system and highlights the administrative challenge of maintaining it.

Pay schedule consolidation was the first step in replacing the District's antiquated, cumbersome pay system with a more rational, modern one. During this first phase the Task Force, with technical assistance from The Segal Company, reduced the number of pay schedules from 21 to 10. Underlying the 21 original schedules were more than 500 combinations of CBU codes and service codes that had to be discerned by the payroll system to determine an employee's proper pay rate. Furthermore, in the original schedules similar jobs were often covered under multiple schedules.

The new, consolidated pay schedules are organized around nine occupational categories:

- Clerical/Administrative;
- Health Care;
- Information Technology;
- Legal;
- Maintenance/Trades/Labor;
- Professional/Program Administration;
- Protection and Enforcement;
- Corrections and Others; and
- Science/Engineering.

An occupational basis for pay affords numerous benefits. Similar jobs are combined within one occupational group and therefore potential career paths and pay relationships between jobs in a series are better defined. In addition, occupationally-based pay reflects differing market-based pay relationships by occupational group.

The pay consolidation process created the platform for the Task Force to implement future compensation and classification reforms.

### *Guiding Principles for Pay Consolidation Reform*

The following principles guided the consolidation effort:

- All employees received at least their current base salary after consolidation;
- Every Compensation Unit 1 and 2 employee received at least one-half percent of their base salary as some combination of an increase to base pay or one-time bonus;
- The maximum salary for each schedule was the highest maximum of the existing schedules, before consolidation;
- The lowest grade on an existing schedule was eliminated if there were no incumbents in the grade;
- Consistent ranges within schedules were created; and
- A fixed dollar step interval for each grade was calculated.

Furthermore, the collective bargaining agreement provided for an overall ceiling to the costs associated with making the compensation adjustments to employees as a result of the pay consolidation, as follows:

[T]he District shall implement a consolidation of current salary schedules to significantly reduce the total number of such schedules in effect. This initiative is intended as a first step towards simplifying the administration of compensation and classification systems within the District government. The aggregate fiscal impact of the resulting individual pay adjustments is anticipated to cost the District an amount approximately equivalent to one percent (1%) of total payroll as of December 31, 2001 for Compensation Units 1 and 2.

The Task Force completed the following tasks between October 2001 and April 2002:

- Determined employee placement on the new schedules;
- Determined the amount of bonuses to be paid, if any;
- Calculated the overall cost of pay schedule consolidation;
- Communicated extensively with rank and file workers and management;
- Moved the pay resolution through Council; and
- Successfully implemented pay changes, retroactive calculations and bonuses.

This phase was successful, based on the limited number of employee concerns that needed to be addressed following consolidation. Furthermore, The Task Force's accomplishments were recently recognized by the Federal Mediation and Conciliation Service, which invited members of the Task Force and The Segal Company to make a presentation on this project at its national conference, which was attended by over 1,500 labor-management practitioners. (See Appendix D for an article about the presentation.)

#### *Current State of Compensation Regarding Market Competitiveness and Structure*

Due to the economic challenges of the mid-1990s, a pay gap may exist for many District jobs when compared to the federal government and other public sector employers: Recruiting and retaining employees in certain job categories is quite difficult.

Moreover, the Task Force addressed the structure of the existing compensation system. The District's current compensation system is longevity-based, which means that employees move from one step to another within a grade based on the time spent at that step. Employees on the District white-collar schedules in steps 1 through 3 move to the next step each year; employees in steps 4 through 6 move to the next step every two years, and employees in steps 7 through 9 move every three years. Employees reach the maximum at step 10. This process can take as long as 18 years for movement from the minimum to the maximum of the pay range. Employees paid on the District's blue-collar schedules reach the maximum step on the 5-step pay schedule in 6 years. These employees move from step 1 to step 2 after 6 months; step 2 to step 3 after 18 months; take 2 years to move to step 4; and take 2 years to move to step 5. Some Task Force members have questioned whether this is consistent with the pay practices used by other public employers.

#### *Guiding Principles for Compensation Reform*

As with the Task Force's other reform efforts, team members thought that any compensation changes should fulfill a set of guiding principles.

Compensation should:

- Be market competitive;
- Be fiscally responsible;
- Support the District's ability to recruit and retain employees;
- Support market differentiation by occupational group; and
- Foster a strong workforce which supports improved service delivery.

### *Salary Survey*

Members of the Task Force agreed that one way to improve recruitment and retention of employees was to ensure that pay is market-competitive. This view was reflected in discussions by both sides during the collective bargaining process. The following language addressing the need to conduct a compensation survey was included as part of the collective bargaining agreement:

The Committee will authorize a survey of wages paid for comparable work by the Federal Government in the District area and by private area employers with the goal of matching the competition.

However, because the District performs functions that are provided by states, counties, and city governments, Task Force members felt it was crucial to select comparators that reflected these different functions and also included competing public employers, such as Federal, state, and local governments. The Task Force selected the jurisdictions and benchmark positions to survey.

The Task Force sent compensation surveys to 55 jurisdictions including:

- The Federal government;
- The State of Maryland and the Commonwealth of Virginia;
- 29 largest U.S. cities by population (The Task Force selected the thirty largest cities, based on U.S. Bureau of Census data. The District is the 24<sup>th</sup> largest city); and
- Local government employers within the Washington Consolidated Metropolitan Statistical Area that meet the following criteria:

- Counties within a 26-mile radius of the District;
- Counties located between 26 and 50-mile radius with more than 1,000 employees and populations greater than 100,000;
- Baltimore County; and
- All cities within a 26-mile radius of the District with more than 100 employees and populations greater than 20,000.

The surveys were distributed on August 14, 2002, and responses were requested by September 6, 2002. The analysis of the data is scheduled to be completed by the end of November 2002.

The survey covers 74 benchmark positions, divided among the nine occupational groups. It requests the following compensation information:

- Existence of pay grades;
- Minimum and maximum of range;
- Maximum hiring salary;
- Unionization;
- Overtime eligibility;
- Hours in a regularly scheduled workweek; and
- Years to reach maximum step in a pay grade.

These 74 positions cover 5,182 employees, or 65 percent of those covered by Compensation Units 1 & 2. A complete copy of the list of selected survey comparators and the survey instrument are available as Appendix E.

### *Salary Structure*

The Task Force identified several problems associated with the existing pay schedule structures. These include but were not limited to:

- Number of years it takes an employee to reach the maximum;
- Inconsistency in the number of years it takes to move between steps;
- Longevity-based versus performance-based step movements;
- **Internal equity issues between new hires and more tenured employees;** and

- The District’s “market midpoint” is currently set at step 4 on the 10-step white collar schedule and step 2 on the 5-step blue collar schedule.<sup>3</sup>

### *Recommendations*

To achieve market-competitive pay rates, salary schedules should be linked to market rates. These schedules should be determined by negotiations consistent with the District of Columbia Official Code (D.C. Code). Future data about market rates may be gathered by a market survey process, which could occur every two years. Last, as with job classification practices, compensation reforms should be occupationally based.

It is important to note that specific pay rates and the approach to closing any pay gap should be a function of both classification and compensation reform and the collective bargaining process. Also, any compensation changes must reflect the District’s ability to be fiscally responsible. Therefore, it is possible that market driven compensation adjustments may occur over a multi-year period.

The Task Force also recommended the following structure for salary schedules:

- Schedules for white-collar jobs should have 10 steps;
- Schedules for blue-collar jobs should have 5 steps;
- All schedules should have consistent range widths and consistent intervals between steps; and
- Pay progression – or the years it takes someone to reach the maximum step in a grade – should be consistent with the market and result in competitive career earnings for District employees.

In addition, the Task Force will consider anchoring the “representative rate” to the market midpoint of a pay schedule (i.e., to step 5 instead of step 4 of 10-step schedule and step 3 instead of step 2 on a 5-step schedule), depending on survey results.

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<sup>3</sup> The District’s “market midpoint” is called “representative rate” in the personnel regulations. While it originally had a number of purposes, it is currently used to determine the range of a pay schedule.

## SUPPLEMENTAL REWARD SYSTEMS

Supplemental reward systems provide a mechanism to support variable pay that may be determined by some measure of individual, group or organizational performance. The Task Force considered various categories of supplemental reward systems: existing programs that are already codified in some form by the District in the *District Personnel Manual*, Chapter 19, “Incentive Awards,” and the development of new joint supplemental reward projects consistent with the existing Collective Bargaining Agreement (the *District Personnel Manual* is available on the DCOP website at [www.dcop.dc.gov](http://www.dcop.dc.gov)).

### *Current State of Individual Rewards*

The existing supplemental reward systems support linkage to the *District Personnel Manual*, Chapter 19 – “Incentive Awards,” insofar as it is consistent with Article 4, Part II of the Collective Bargaining Agreement. This section outlines a variety of awards that can currently be awarded to individual high-performing employees. These include:

- Tangible item awards;
- Time off awards;
- Honorary awards; and
- Monetary awards, which include:
  - Suggestion or invention awards;
  - Special act or service awards;
  - Sustained superior performance awards;
  - Quality step increases; and
  - Safe driving awards.

However, the Task Force noted that even though there currently exists a mechanism for offering incentive awards to high performers, incentive awards are used unevenly from agency to agency and are not uniformly included in agency budgets across the District. The prevailing view among Task Force members was that many managers do not have in-depth knowledge about the variety and permissible use of the existing incentive awards, nor do they plan and budget for their use. In the District, incentive awards are traditionally awarded after all the other money is spent, which is inconsistent with reward theory.

The Task Force made several recommendations to improve the administration of individual supplemental rewards:

- The District should commit to regular funding in the budget of Chapter 19 incentives in order to leverage performance programs already in the District Personnel Manual;
- The District should increase its educational and promotional efforts about the existing incentive awards programs;
- Managers must make certain that nominated employees have current, documented performance appraisal; and
- Managers must ensure that position descriptions accurately reflect the appropriate skill set on which the employee is being evaluated.

#### *Current State of Group Rewards*

Language in the January 2002 MOU called for joint labor-management training on compensation and classification. As stated in the agreement:

This training program shall enhance the understanding of compensation and classification concepts and explore the appropriateness and application of high performance rewards to the District's workforce.

This training was completed in April and May of 2001 and was highly praised by both labor and management participants.

Similarly, language in the Collective Bargaining Agreement ratified in September 2001 also addressed supplemental rewards programs. Article 4, Part II of the Collective Bargaining Agreement states:

In order to recognize employees' productivity through their accomplishment of established goals and objectives, special acts toward the accomplishment of agency initiatives, demonstrated leadership in meeting agency program/or project goals and/or the District's Strategic Plan initiatives, the Employer, in accordance with criteria established by the High Performance Workplace Committee, agrees to establish pilot incentive programs within agencies, including time off without loss of pay or charge to leave as an incentive award.

### *Recommendations for Group Supplemental Rewards*

Following the language set forth in the Collective Bargaining Agreement relative to supplemental rewards in conjunction with pilot programs, the Task Force strongly recommends that the High Performance Workplace Committee be reconvened and consider these guiding principles:

- Supplemental reward systems by occupational groups should be considered, including individual competency-based, skills-based or group-based rewards.
- Performance pilot programs should be identified on a joint labor-management basis where the function and/or service enhancements can be objectively measured.
- DCOP, DCLMPC, OBP, the City Administrator, and others will assist the pilot work unit with training, facilitation, and resources to fully develop a proposal; and
- Any approved program will be formalized via a labor-management MOU.

Task Force participants also discussed the role of the District of Columbia Labor-Management Partnership Council. To the extent that every District department and agency has (or should have) a Partnership Council in place, these entities can serve as a medium for promoting supplemental rewards projects and training, both to encourage existing programs and to develop new ones.

Additionally, the Task Force discussed the parameters of developing a supplemental rewards process. The key requirement was that projects will be identified and developed jointly. In addition, members agreed it was crucial that any supplemental pilot proposal be thorough, complete and meet certain conditions. The following are more detailed recommendations:

- Department/Agency Partnership Councils can serve as a medium for partnership pilots, consistent with existing collective bargaining agreement(s);
- The High Performance Workplace Committee will ensure that there are consistent practices on a District-wide basis; and
- The High Performance Workplace Committee shall address issues related to Performance Incentive Pilot Programs at the agency level, consistent with D.C. Code. For suggested guidelines, see Appendix F.

## **EMPLOYEE BENEFITS**

While the Task Force acknowledges that benefits are a critical component of overall compensation, issues related to benefits shall be discussed within the Benefits Committee. To date, that committee has developed a Request for Proposal (RFP) to improve dental benefits as well as an RFP for short-term and long-term disability coverage. They are currently working on enhancing more benefit opportunities.

The work of the benefits committee complements the work of the Task Force, since we recognize that benefits are an important part of compensation. An enhanced benefits package will improve the District's ability to recruit and retain employees.

Currently, all District government employees receive an array of benefits including pre-tax flexible spending accounts, annual leave, sick leave, the annual leave bank, holidays, a deferred compensation plan, and an employee assistance program a choice of health plans, dental and optical coverage, life insurance. All employees hired on or after October 1, 1987 receive a choice of health plans under the District Health Benefits Program, life insurance, and a defined contribution pension plan. Those hired before October 1, 1987 are eligible for federal health, retirement and life insurance benefits.

## **COSTS AND BENEFITS**

For classification and compensation reform to be a success, the Task Force had to be realistic in its assessment of priorities. To do so, it was necessary to provide estimates of the costs and benefits associated with each of the Task Force's recommendations.

In particular, the Task Force has focused on calculating the "incremental cost," of reform, because even without implementing our recommended reforms, there would be increases to compensation, according to the terms of the collective bargaining agreements and general functioning of the District.

Therefore, these estimates reflect the cost of initially *implementing* any recommended changes. This includes the cost to:

- Design the new classification and compensation systems;
- Communicate the new structures and rules of the systems;
- Rewrite position descriptions;
- Educate employees and managers about the new system;
- Train classifiers how to use the new system;
- Possibly hire additional classifiers; and
- Develop or reconfigure the informational technology to support it.

The cost of *maintaining* any new systems must also be measured. This includes the cost to:

- Conduct salary surveys regularly, consistent with negotiations;
- Adjust compensation according to the market, as negotiated;
- Budget for ongoing supplemental rewards;
- Provide for training for non-users; and
- Communicate regularly to all stakeholders to eliminate confusion between old and new systems.

In addition to financial resources, the reform effort would require significant human resources. These include input from consultants, union representatives and District employees, including specialists in compensation, communications, payroll, information technology, OLRCB, classifiers, training, and the DCLMPC.

In addition to analyzing “hard dollar costs,” it is also crucial to consider the “opportunity costs” of *not* implementing reform. If the District continues to lag in compensation rates, recruiting and retaining employees will grow more difficult. In order to maintain services, the District will either have to pay a premium to contract out these services or suffer a decrease in the quantity and quality of services.

Some of these benefits and costs may be one-time or short-term occurrences, while others reflect a recurring, longer-term perspective. In sum, on a quantitative and qualitative basis, these benefits and costs represent a strategy to modernize the District's compensation and classification system in a coherent, responsible manner.

The Task Force cannot predict the full cost of classification and compensation reform until we receive the analysis of the final survey data. However, in order to receive the appropriate technical support in designing and piloting the new classification and compensation programs, we anticipate contractual services expenditures of \$750,000 to \$1,000,000 across Fiscal Years 2003 and 2004.

#### **NEXT STEPS**

Classification and compensation reform is a long-term project; we expect it to take *at least* three years to achieve full implementation due to the magnitude of the work to be accomplished, the cost of designing the new classification and compensation systems, and the cost and time necessary to implement reform. We have identified three major phases to be completed: compensation reform, classification reform and supplemental rewards program design. In addition, communications and training play an important role in each of the major reform and design tasks. Appendix G contains a more detailed timeline.

#### **CONCLUSION**

This Blueprint highlights the major recommendations presented by the District's Labor-Management Task Force on Compensation and Classification Reform. The discussions embodied in this Blueprint represent one of the most significant labor-management collaborative efforts ever conducted by the District and its unions. Task Force members acknowledge that these recommendations reflect a cultural change about how labor and management can work together to improve service productivity, the reputation of the District and its employees, and ultimately the life of the District employee, not only as a worker on the job but also as a citizen and taxpayer.

The Task Force acknowledges that there is major work to be accomplished, both in the short and long term. Moreover, all participants acknowledge that though there are significant costs associated with these reforms, the benefits to the District as a whole and to its employees are worthwhile.

The stakeholders committed to this process are many - employees in Compensation Units 1 and 2, unions, managers, DCOP and HR Advisors, OLRCB, agency directors, the Mayor's Cabinet, the City Council, and ultimately residents, businesses and visitors to the District. It is up to the Task Force to ensure that the successes achieved so far are the first steps in the long road to modernizing the District's human resources framework and ensuring that it becomes a model for jurisdictions nationwide.

## **LIST OF APPENDICES**

- Appendix A Local Unions in Compensation Units 1 and 2
- Appendix B Compensation Agreement between the District of Columbia Government and Compensation Units 1 and 2 and related Memoranda of Understanding
- Appendix C Task Force Participants
- Appendix D Article about Chicago Labor-Management Conference Presentation
- Appendix E Survey Comparators and Compensation Survey
- Appendix F Recommended Guidelines for Group Supplemental Rewards Pilot Programs
- Appendix G Classification and Compensation Reform Action Plan

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## Appendix A – Local Unions in Compensation Units 1 and 2

American Federation of State, County and Municipal Employees (AFSCME) -  
District Council 20

Local 709	Local 2091
Local 877	Local 2092
Local 1200	Local 2401
Local 1808	Local 2743
Local 2087	Local 2776

American Federation of Government Employees (AFGE) - District 14

Local 383	Local 2741
Local 631	Local 2978
Local 1000	Local 3444
Local 1975	Local 3721
Local 2725	Local 3871
Local 2737	

Communication Workers of America (CWA) - Local 2336

Fraternal Order of Police

Department of Corrections Labor Committee (FOP/DOCLC)

Department of Human Services Labor Committee (FOP/DHSLC)

National Association of Government Employees / International Brotherhood of Police  
Officers Service Employees International Union (NAGE/IBPO SEIU)

Local 445  
Local 446  
Local R3-05

National Union of Healthcare and Hospital Employees (NUHHE) – Local 1199

Public Service Employees Union - Local 572

Service Employees International Union (SEIU)

Local 1199 E-DC



## *Benefits of Reform*

There are a variety of benefits to implementing classification and compensation reform, some quantitative and some qualitative.

Some of the benefits associated with a less complicated classification system include:

- Better employee understanding about classification and career progression;
- Greater consistency in how positions are classified;
- Easier to conduct job evaluations, so system will be more efficient to administer;
- Better link to the compensation system;
- Less time used for classification reviews;
- Better basis for human resources initiatives such as training and development; and
- Better utilization of DCOP staff for other critical HR initiatives.

Some of the benefits of compensation reform include:

- Increased employee understanding of how compensation works;
- That it may take fewer years for employees to progress through a pay schedule;
- An objective rationale for aligning pay with the market;
- Improved ability to recruit and retain qualified employees;
- Increased employee morale, which may lead to reduced turnover rates; and
- Better synergy with existing Chapter 19 incentive awards programs.

Furthermore, there may be significant benefits associated with implementing a supplemental rewards program in accordance with the Collective Bargaining Agreement, Article 4, Part II, including:

- Improved service delivery;
- Increased productivity;
- Cost savings associated with additional pay opportunities;
- Enhanced employee control over work;
- Improved employee morale resulting from partnership; and
- Improved labor-management cooperation.



## **CIVIL ENGINEER CS-0810-12**

### **INTRODUCTION**

This is a standard position description designed for use in all District of Columbia Government departments, offices and agencies.

This position description depicts generalized duties and responsibilities required of a position with the primary responsibility to serve as a professional civil engineer performing a variety of engineering projects including the review of preliminary to final structural and civil engineering designs for design projects.

### **MAJOR DUTIES**

Serves as a technical specialist to management concerning advanced and/or complex civil and related engineering matters. Participates, as requested, in the development of scope, goal setting, budget processes, multi-year and long and short range work plans, for diverse special projects as they relate to engineering concerns.

Performs professional civil engineering assignments. Manages the design, delivery and completion of complex construction projects which typically require the knowledge of the physical sciences, mathematics underlying engineering, and specialized knowledge of mechanics of solids, particularly of soils, hydraulics, theory of structure, strength of materials, engineering geology, and/or surveying.

Participates in the preparation and maintenance of comprehensive project plans and schedules, especially concerning the engineering designs and plans. Coordinates to negotiate differences, to obtain cooperation in carrying out investigations, to obtain clearances, and develop solutions to complex technical problems. Participates in the oversight and inspection of construction contractors engaged in completing specified projects.

Performs program development functions, as delegated, related to the planning, designing, constructing, and/or maintenance of structures and facilities. Reviews preliminary scope of work, field inspection and provides supervisor with recommendations of basic characteristics and desirable changes.

Utilizes design software and drawing tools to complete/address advanced planning or design problems in compliance with construction and government standards. Identifies and defines the nature and scope of obscure problems, project assumptions and derives criteria from inconclusive or variable data.

Reviews proposed construction project plans and specifications prepared by consultants for adequacy, accuracy, suitability, economy and conformance with Federal, District and agency guidelines and long range facility plans. Reviews contract bids, investigates bidder qualifications to provide bid analysis and recommendations. Negotiates contract changes with affected parties to reach a mutual agreement.

**CIVIL ENGINEER  
CS-0810-12**

**MAJOR DUTIES (continued)**

Reviews location survey data developed by field parties. Makes field engineering inspections of construction activities and sites. Assists other staff in computing costs of alternative designs, in the review of specifications for completeness and compliance with specified trade criteria, and established departmental policies and practices.

Reviews, architect's and engineer's design development and construction drawings submitted with applications; contractor's and engineer's systems shop drawings for compliance with applicable codes and standards, and adequacy for the intended purpose; and/or calculations to verify sizing of equipment and systems, with consideration for the facility's needs, code requirements and standard engineering practices.

Performs other related duties, as assigned.

**KNOWLEDGE REQUIRED BY THE POSITION**

Comprehensive professional knowledge of civil engineering theories, principles, practices and techniques, as well as pertinent laws, regulations, standards related to assigned projects, sufficient to provide technical guidance related to the management of programs, policies, and business practices used in initiating, designing, and management of engineering projects.

Comprehensive knowledge of professional engineering standards and guidelines sufficient to serve as a project team leader and advisor. Knowledge of the physical sciences and mathematics underlying engineering and related specializations.

Demonstrated skill in operating a variety of computer software programs, i.e., word processing, messaging systems, presentation software, spreadsheets, and accessing and utilizing web based applications.

Demonstrated knowledge of and ability to serve as a plan reviewer and to manage technical project and construction project assignments.

Knowledge of necessary procurement regulations and procedures, capital improvement processes, and capital and appropriated budgeting methodologies to provide project support and advice.

Comprehensive knowledge of necessary laws, codes, ordinances and standards to be able to ascertain whether system designs, installations and layout are in compliance.

Ability to read construction plans, including but not limited to: site plans, architectural and engineering design floor plans, cross sections, details, riser diagrams and shop drawings of systems to be able to ascertain compliance with relevant codes and standards, and suggest appropriate changes as necessary for compliance.

Ability to effectively communicate, both orally and in writing, to prepare and present reports, correspondence, presentations and proposals involving complex engineering issues and processes to people with varied levels of understanding.

**CIVIL ENGINEER  
CS-0810-12**

**SUPERVISORY CONTROLS**

The supervisor sets the overall objectives and resources available; and the employee and supervisor, in consultation, develop deadlines, projects, and work to be done.

The incumbent, is responsible for independently planning and carrying out the assignment, resolving most of the conflicts that arise, coordinating the work with others appropriately, and interpreting policy on own initiative in terms of established objectives. The incumbent works with considerable freedom from technical guidance. Provides recommendations for options regarding engineering issues and practices. The incumbent keeps the supervisor informed of progress and potentially controversial matters or new approaches for the organization. Completed work is reviewed in terms of feasibility, compatibility with other work, and effectiveness in meeting requirements, standards and/or expected results.

**GUIDELINES**

Guidelines include established Federal, District and departmental laws, codes, regulations, standards, policies and procedures; professional civil and related engineering manuals, standards, recommended practices, and journals; American Society of Testing Materials (ASTM) Standards, National Transportation Communications for ITS Protocol (NTCIP), Manual on Uniform Traffic Control Devices (MUTCD), American Association of State Highway Transportation Officials (AASHTO) Design Policy, District of Columbia Standard Specifications for various engineering fields, project management methodologies, government procurement laws and regulations; Department of Justice Access Board for American Disability Act compliance, architectural and design standards.

The incumbent uses sound judgment, initiative and resourcefulness in interpreting the intent of existing guidelines, in identifying areas of project interest that need further development or study, and in evaluating the significance and impact of new trends or developments to develop and recommend new methods, criteria or policies.

**COMPLEXITY**

Projects are typically long term and involve a great deal of money, or are of special importance. The incumbent works with issues that have a wide range of interrelated elements some of which are conflicting and difficult to reconcile or that pose critical problems and performs reviews of designs and plans which deal with factors of an undetermined or unprecedented nature.

As project leader, incumbent may resolve the more difficult situations involving multiple technical elements, political, safety and security implications, variations or conflicts in application and interpretation of engineering strategies. Incumbent is responsible for frequent and necessary adaptations and modifications to facility designs and operational methods to accommodate a variety of needs and situations. Incumbent determines necessary changes then negotiates and implements changes.

**CIVIL ENGINEER  
CS-0810-12**

**SCOPE AND EFFECT**

The purpose of the position is to serve as a technical engineering authority and/or project team leaders. The incumbent provides coordination, project leadership and management of complex, critical and multiple professional engineering assignments often involving large amounts of money, strict specifications and timeframes.

Results of the work affect public health, safety and welfare. Recommendations and decisions impact the departmental decision making process.

**PERSONAL CONTACTS**

Contacts are with coworkers, other D.C. Government personnel, architects, engineers, contractors, builders, and property owners involved in the processing of their plans and sketches with the public at large seeking information on related matters. Some contracts are made with other District agencies, utility companies, developers, contractors, and with architecture, engineering, and architect-engineer firms.

**PURPOSE OF CONTACTS**

Contacts are to provide information as requested, gather project information, elicit compliance, resolve differences cooperatively, and assist in expediting permit processing and coordinating the work with personnel in related activities.

**PHYSICAL DEMANDS**

Work is sedentary except during field visits. Incumbent must be able to independently handle rolls of plans at and between workstations and storage areas. The position may periodically require bending and stooping.

**WORK ENVIRONMENT**

Majority of the work is in an office setting; however, during field visits the incumbent must be able to move around construction sites, involving horizontal and vertical travel on unfinished surfaces, inclement weather conditions and noisy work areas.

**OTHER SIGNIFICANT FACTS**

Participation in a program and ability to acquire industry standard certification/registration/licensure, such as: National Society of Professional Engineers, National Institute for Certification in Engineering Technologies, for particular engineering discipline is desirable and may be required.

A valid driver's license with acceptable driving record may be required for some positions.

**CIVIL ENGINEER  
CS-0810-12**

**OTHER SIGNIFICANT FACTS (continued)**

Bachelor's Degree in Engineering or Architecture, or other appropriately related field, and at least two (2) years of engineering experience. Requires an Engineer in Training (EIT)/Engineer Intern (EI) certification or the ability to obtain one within a year of employment. ***Failure to obtain and maintain such certification will result in the termination of employment.***

**This description may include a signed and dated, department specific Addendum to Standardized Position Description.**

**FLSA Status:** Exempt

**Classification Standard:** Position Classification Standard for Civil Engineering Series,  
CS-0810

**Certification Date:** June 16, 2008

**Assistant Street and Alley Cleaning Officer**  
**MS-301-13**

**INTRODUCTION**

The Street and Alley Cleaning Division, Solid Waste Management Administration, Department of Public Works, is responsible for cleaning streets, alleys, miscellaneous areas within public space; mechanically and manually sweeping streets, sidewalks and alleys; washing public streets; installing, maintaining and emptying litter receptacles; mechanically sweeping public street and high speed freeways; conducting leaf removal and collection; cleaning vacant lots and removing rodent attracting conditions on public space; and participating in the Snow and Ice Control Program for the District of Columbia.

The Street and Alley Cleaning Division is divided into two (2) subordinate branches: Mechanical Operations and Manual Cleaning Branch whose responsibilities are as follows:

**Mechanical Operations Branch** is responsible for the mechanical Sweeping of all arterial roadways inclusive of freeways, bridges and tunnels; streets and commercial areas; flushing streets that have been mechanically swept or that requires this service on an emergency basis; front end loader work inclusive of the removal of sweeper dumps, debris stock-piled from sweeping operations, removal of illegally dumped material that ends up on the public space or quasi-public, loading salt/sand on trucks involved in the snow removal effort and the cleaning of private property vacant lots.

**Manual Cleaning Branch** is responsible for the public space maintenance of all streets not receiving mechanical cleaning and includes an array of push carts that are assigned to the most heavily traveled areas in terms of pedestrian traffic. Further, this Branch is responsible for servicing all public litter receptacles seven (7) days and nights per week, collecting all bulk material in Mobile Cart Trash Receptacle (Supercan) areas adhering to predetermined schedules, cleaning alleys as requested by citizenry of the District, removing leaves as scheduled and installing and repairing public litter receptacles.

**POSITION CONTROLS**

Incumbent works under the general administrative direction of the Street and Alley Cleaning Officer who provides assignments in terms of broadly defined missions, functions and objectives. The incumbent independently plans, designs and assigns work. Results of the work are considered as technically authoritative and are normally accepted without significant change.

Guidelines are sometimes broadly stated and nonspecific and require incumbent's interpretation. The incumbent uses judgment and ingenuity in interpreting the intent of the guides that do not exist and in developing applications to specific areas of work. The incumbent is recognized as a technical authority in the development and interpretation of guidelines.

### **MAJOR DUTIES**

Serves as the Assistant Street and Alley Cleaning Officer performing the following responsibilities:

Assists in the direction and coordination of the operations of the Street and Alley Cleaning Division inclusive of the various operational requirements, types of equipment to be utilized and purchased and personnel.

Assists in defining the broad objectives of the division's programs; recommends short and long-range planning in connection with proposed changes in function, methods of operations and programs; decides such matters as the nature and desirability of changes in organizational structure and delegated authority; recommends needed control measures and institutes appropriate measures to provide data essential for effective management; uses a variety of industrial management evaluation techniques to devise new cleaning methodologies, select and test new equipment and tools, modify existing equipment, design devices and improve work methods; appraises future operational requirements of the division to determine, recommend and identify additional resources and programmatic changes; recommends purchase of new equipment providing appropriate cost and usage estimates to further support recommendations.

Recommends intricate collection routes; recommends development and implementation of such activities as routine street cleaning, litter receptacle collection, leaf collection, snow abrasive spreading and plowing and bulk collection (schedules are exact and communicated to the general public, citizens' organizations and newspapers).

Recommends purchase, placement, service and repair of all public litter receptacles throughout the city; reviews container requests for placements being approved in accordance with established policies of the administration; makes continuous efforts to balance the installations, giving consideration to known situations.

Assists in the development of budget expenditures for the division; assists in establishing budgetary priorities and ensures the effective and accurate expenditures for monies allocated.

Identifies specific sensitive operational issues of the division as they impact on other departmental entities and recommends workable solutions for attainment of established goals and objectives.

Assists in contractual negotiations with labor unions; discusses those items relative to the operation of the division and its personnel; makes recommendations in a quest to alleviate cited concerns and problems; conducts meetings with union officials regarding alleged problems within the division, adverse actions and grievances.

Works with city officials and citizen organizations to conduct clean-up campaigns and to ensure the responsiveness of the division in meeting the needs of the community; speaks before local and national associations and organizations to discuss street and alley cleaning techniques, methodologies, equipment and problems and to explain specific policies of the division in respect to specific neighborhoods of interest. As requested, develops and presents material designed to encourage positive citizen involvement in program activities through speeches and presentations; serves as departmental contact regarding street and alley cleaning programs; exercise tact, diplomacy and persuasive techniques while negotiating sensitive issues and compromises necessary to solicit community support and attain established program objectives.

Assists in the development of the division's plans to meet workload changes; notes needed revisions in staffing levels, program priorities and deadlines; keeps subordinates informed of the policies, procedures and goals of management as they affect the division; provides technical advice and consulting services to others relative to cleaning operations.

Incumbent contacts the Office of Emergency Preparedness, Police and Fire Departments and other District of Columbia Government agencies relative to health and safety emergencies, demonstrations, parades, snow and ice control and a variety of other special events and activities.

Reviews personnel and disciplinary actions; evaluates performance of subordinate supervisors; reviews evaluations of lower graded employees; recommends selection of subordinate supervisory positions; recommends new work techniques, methods, training and safety programs, and labor management programs within the division.

Incumbent serves as Duty Officer on twenty-four (24) call.

Performs other related duties as assigned.

## **ENGINEERING TECHNICIAN DS-802-12**

### **INTRODUCTION**

This position is located in the Zoning Review Branch, Construction Compliance and Zoning Program, Office of the Director, Department of Consumer and Regulatory Affairs.

This is a senior level position with compliance review responsibility of large, complex projects. The work is of such nature, requiring in-depth review and analysis, ingenuity and seasoned judgment. Incumbent performs non-professional technical work that is regularly of broad scope and complexity, requiring considerable judgment in making sound engineering compromises and decisions. The technical work involves review of architectural plans for construction, reconstruction, extension, movement, alteration or enlargement of residential, commercial, industrial and special purpose buildings located in the District of Columbia.

### **MAJOR DUTIES**

Review plans pertaining to the construction, reconstruction, extension, movement, alteration, or enlargement of residential, commercial, industrial and special purpose buildings and structures. Projects assigned include additions to existing structures and new construction. Plans may include private, commercial and residential buildings, as well as government buildings such as schools, hospitals, office buildings, penal institutions and similar structures.

Plans are reviewed for compliance with Zoning Regulations for the purpose of controlling and regulating the heights, bulk, number of stories, size and use of premises, buildings and other structures, including the open space around them.

Analyzes plans, topographic maps, certificates of occupancy, and other relevant data, for purposes of ensuring compliance and conformity with applicable provisions of the Zoning Regulations, Planned Unit Development orders, other Zoning Commission orders, Board of Zoning Adjustment orders and applicable statutes, such as the Zoning Act of 1910 regulating the height of buildings, the Zoning Act of 1938 regulating the zoning of the District of Columbia and the Zoning Act of 1964 regulating location of Chanceries.

Determines operations and methods involved and the time required to complete each phase or feature; and determines proposed use of buildings and structures in accordance with restrictions and definitions provided within the regulations. Plans approach and details, and conducts various experimental projects to develop systems characterized by

performance requirements, which are somewhat difficult to achieve because of combinations of conflicting characteristics as versatility, reliability, size, applications differing from previous usage.

Studies and analyzes unsatisfactory characteristics of present items; and determines, evaluates, and plans possible approaches. Makes design changes needed to overcome indicated deficiencies or secure improvement.

Prepares analytical summaries and pertinent data sheets on projects under review, for consideration by the Program Manager and the Board of Zoning Adjustment. Provides information and assistance to applicants and the general public, responding to inquiries on zoning regulations compliance issues.

Reviews applications for Certificates of Occupancy for compliance with the Zoning Regulations and approves such applications in accordance with instituted departmental on current occupancy status of premises, based on information contained in the records of the department.

Serves as a senior technician or team leader providing assistance and advice to the lower grade technician with complicated situations or problems. Plans and demonstrates initiative and resourcefulness in carrying out a wide variety of special projects/assignments, simultaneously juggling them with regular assignments.

Coordinates with zoning and other inspectors on staff to avoid inconsistencies, and to ensure uniformity of enforcement of zoning regulations.

Performs other related duties as assigned.

### **FACTOR 1 – KNOWLEDGE REQUIRED BY THE POSITION**

Thorough knowledge of the Zoning Regulations of the District of Columbia. Thorough knowledge of related provisions of the D.C. Construction Codes, Police, Fire and Housing Regulations.

General knowledge of the methods and techniques of construction application to perform the full range of assignments. Proficiency in reading construction plans, in particular site plans, architectural floor plans and cross-sections, to be able to ascertain their conformance to the relevant laws and regulations.

Ability to perform mathematical calculations on linear, surface and volumetric computations, using fractions, decimals, percentages, ratios and proportions.

Ability to effectively communicate complex and technical matters clearly and concisely both orally and in written reports. Ability to meet and deal with all levels of individuals.

Ability to conduct on site field inspections and investigations to determine whether construction work is being completed according to contract specifications or plans.

Ability to use common word processor and spreadsheet software programs in personal computers to prepare reports and keep data. Ability to use personal computer to perform automated functions and to view and mark-up CADD drawing files.

## **FACTOR II – SUPERVISOR CONTROLS**

Works under the general supervision of the Branch Chief, who assigns work in terms of broad, general objectives and relative priority for completion of work, and is available for consultation on policy matters issues. Incumbent works with considerable freedom from technical control in selecting and establishing the proper methods for attacking and resolving complex features and otherwise carrying assignments through to completion. Incumbent resolves controversial issues by joint consideration with supervisor. Completed work is reviewed for adequacy in terms of the broad objectives, and for compliance with policies and regulations. Performance is evaluated on the basis of the quantity and quality of work completed, the level of customer satisfaction accomplished, and the ability to effectively manage interpersonal relationships.

## **FACTOR III – GUIDELINES**

Guidelines of the position include but are not limited to, D.C. zoning statutes, the Zoning Regulations of the District of Columbia, the relevant policies, procedures and guidelines of the Department, pertinent provisions of the D.C. Construction Codes, and of the Police, Fire and Housing Regulations. These guidelines are sometimes vague, indefinite, and controversial, requiring the use of initiative, ingenuity, and sound judgment in devising new schemes of attach or novel methods and techniques.

## **FACTOR IV – COMPLEXITY**

The work is technical in nature, and broad in scope. The assignments consist of a wide variety of duties in which being thorough, methodical, and accurate are essential. The work is of such nature requiring in-depth review and analysis, ingenuity and seasoned judgment; and is typically confronted with a variety of complex problems in which considerable judgment is needed to make sound engineering compromises and decisions. Incumbent works with considerable freedom from technical control in selecting and establishing the proper methods for attaching and resolving complex features and otherwise carrying assignments through to completion. Decisions and recommendations are based upon the application of standard practices are rarely changed by supervisor, except for reasons of policy, or budgetary considerations. Incumbent must exercise sound judgment on the acceptability of the submitted projects, as the regulations are broadly applicable to the diverse situations encountered.

## **FACTOR V – SCOPE AND EFFECT**

The work involves technical compliance reviews of large complex project plans for construction, reconstruction, extension, movement, alteration or enlargement of residential, commercial, industrial and special purpose buildings. The work is broad in scope, and covers all facets of Zoning Laws and Regulations. Accurate and effective performance of duties is essential to safeguard the lives and property of District residents by assuring compliance with the residential and commercial zoning regulations.

## **FACTOR VI – PERSONAL CONTACTS**

Contacts are with co-workers, other D.C. Government personnel, federal officials including U.S. Department of State, Advisory Neighborhood Commissioners, property owners or their representatives, attorneys, architects, engineers, builders, developers, contractors and the general public.

## **FACTOR VII – PURPOSE OF CONTACTS**

Contacts are primarily to provide information as requested, gather project information, elicit compliance, resolve differences cooperatively, assist the customers in expediting permit processing and coordinate the work with that of other personnel in related activities.

## **FACTOR VIII – PHYSICAL DEMANDS**

Must be able to independently handle rolls of plans at and between workstations and plans storage areas. This position requires occasional bending, lifting and stooping. Heavy use of eyesight is required in reviewing plans. Requires use of personal computer keyboard and CRT screen to prepare reports, perform automated functions and view and markup CADD drawing files. Occasionally incumbent has to perform automated functions and view and markup CADD drawing files. Occasionally, incumbent has to perform field visits, therefore, must be able to move around construction sites, involving horizontal and vertical travel on unfinished surfaces.

## **FACTOR IX – WORK ENVIRONMENT**

Primarily works in an office setting, with occasional field visits to construction sites that may occur in inclement weather conditions and in noisy work areas.

GOVERNMENT OF THE DISTRICT OF COLUMBIA  
OFFICE OF THE CHIEF FINANCIAL OFFICER  
OFFICE OF TAX AND REVENUE



## TAX CERTIFICATION AFFIDAVIT

**THIS AFFIDAVIT IS TO BE COMPLETED ONLY BY THOSE WHO ARE REGISTERED TO CONDUCT BUSINESS IN THE DISTRICT OF COLUMBIA.**

Date: \_\_\_\_\_

Name of Organization/Entity: \_\_\_\_\_

Address: \_\_\_\_\_

Business Telephone No.: \_\_\_\_\_

Principal Officer: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Social Security No.: \_\_\_\_\_

Federal Identification No.: \_\_\_\_\_

Contract No.: \_\_\_\_\_

Unemployment Insurance Account No.: \_\_\_\_\_

I hereby certify that:

1. I have complied with the applicable tax filing and licensing requirements of the District of Columbia.
2. The following information is true and correct concerning tax compliance for the following taxes for the past five (5) years:

	<u>Current</u>	<u>Not Current</u>	<u>Not Applicable</u>
District: Sales and Use	( )	( )	( )
Employment Withholding	( )	( )	( )
Ballpark Fee	( )	( )	( )
Corporation Franchise	( )	( )	( )
Unincorporated Franchise	( )	( )	( )
Personal Property	( )	( )	( )
Real Property	( )	( )	( )
Individual Income	( )	( )	( )

**The Office of Tax and Revenue is hereby authorized to verify the above information with the appropriate government authorities. The penalty for making false statements is a fine not to exceed \$5,000.00, imprisonment for not more than 180 days, or both, as prescribed by D.C. Official Code § 47-4106.**

**This affidavit must be notarized and becomes void if not submitted within 90 days of the date notarized.**

\_\_\_\_\_  
Signature of Authorizing Agent

\_\_\_\_\_  
Title

\_\_\_\_\_  
Print Name

Notary: DISTRICT OF COLUMBIA, ss:

Subscribed and sworn before me this \_\_\_\_\_ day of \_\_\_\_\_ Month  
and Year

Notary Public: \_\_\_\_\_

My Commission

Expires: \_\_\_\_\_

**PAST PERFORMANCE EVALUATION FORM**

(Check appropriate box)

Offeror: \_\_\_\_\_

<b>Performance Element</b>	<b>Excellent</b>	<b>Good</b>	<b>Acceptable</b>	<b>Poor</b>	<b>Unacceptable</b>
Quality of Service/ Approach/Methodology of Work					
Timeliness of Performance/Adherence to Project Plan					
Cost Control					
Quality/ Expertise of Staff					
Business Relations					
Customer Satisfaction					

1. Name & Title of Evaluator: \_\_\_\_\_
2. Signature of Evaluator: \_\_\_\_\_
3. Name of Organization: \_\_\_\_\_
4. Telephone Number of Evaluator: \_\_\_\_\_
5. State type of service received: \_\_\_\_\_
6. State Contract Number, Amount and Period of Performance \_\_\_\_\_  
\_\_\_\_\_
7. Remarks on Excellent Performance: Provide data supporting this observation. Continue on separate sheet if needed)
8. Remarks on unacceptable performance: Provide data supporting this observation. (Continue on separate sheet if needed)

RATING GUIDELINES

Summarize Contractor performance in each of the rating areas. Assign each area a rating of 0 (Unacceptable), 1 (Poor), 2 (Acceptable), 3 (Good), 4(Excellent), or ++ (Plus). Use the following instructions as a guide in making these evaluations.

<b>Quality of Service/ Approach/Methodology to Work</b>	<b>Timeliness of Performance/ Adherence to Project Plan</b>	<b>Cost Control</b>	<b>Quality/ Expertise of Staff</b>	<b>Business Relations</b>	<b>Customer Satisfaction</b>
Compliance with contract requirements	Met Milestones/Targets	Within Budget	Effective Management	Communication	Responsive to Customer
Accuracy/Quality of Reports and Deliverables	Reliable	Cost Efficiencies	Organizational Structure	Reasonable	Rehire
Quality Control	Responsiveness	Accurate Invoicing	Technical Knowledge and Ability	Contract Administration	Pro-Active
Internal Policies, Procedures and Systems	Liquidated Damages/Sanctions	Change Order s	Interaction with Staff	Professional	Customer Focused

<b>0. Zero</b>	Nonconformances are comprises the achievement of contract requirements, despite use of Agency resources	Cost issues are comprising performance of contract requirements.	Delays are comprising the achievement of contract requirements, Despite use of Agency resources.	Response to inquiries, technical/ service/administrative issues is not effective and responsive.
<b>1, Unacceptable</b>	Nonconformances require major Agency resources to ensure achievement of contract requirements.	Cost issues require major Agency resources to ensure achievement of contract requirements.	Delays require major Agency resources to ensure achievement of contract requirements.	response to inquiries, technical/ service/administrative issues is marginally effective and responsive.
<b>2. Poor</b>	Non-conformances require minor Agency resources to ensure achievement of contract requirements.	Costs issues require minor Agency resources to ensure achievement of contract requirements.	Delays require minor Agency resources to ensure achievement of contract requirements.	Responses to inquiries, technical/ service/administrative issues is somewhat effective and responsive.
<b>3. Acceptable</b>	Nonconformances do not impact achievement of contract requirements.	Cost issues do not impact achievement of contract requirements.	Delays do not impact achievement of contract requirements.	Responses to inquires, technical/ service/administrative issues is usually effective and responsive.
<b>4. Good</b>	There are no quality problems.	There are no cost issues.	There are not delays.	Responses to inquiries, technical/ service/administrative issues is effective and responsive,
<b>5. Excellent</b>	The contractor has demonstrated an exceptional performance level in some or all of the above categories.			



### COST / PRICE DISCLOSURE CERTIFICATION

RFP Number: **DCBE-2009-R- 9996** Closing Date: \_\_\_\_\_

Caption: \_\_\_\_\_ Total Proposed Amount: \_\_\_\_\_

The undersigned \_\_\_\_\_

(please print name and title of offeror's authorized signatory) hereby certifies that, to the best of my knowledge, the cost and pricing data (i.e. at the time of price agreement this certification represents that all material facts of which prudent buyers and sellers would reasonably expect to affect price negotiations in any significant manner) submitted was accurate, complete, and current as of \_\_\_\_\_ (date of RFP closing or conclusion of negotiations as appropriate) .

The undersigned further agrees that it is under a continuing duty to update cost or pricing data through the date that negotiations, if any, with the District are completed. The undersigned further agrees that the price, including profit or fee, will be adjusted to exclude any significant price increases occurring because the cost or pricing data was inaccurate, incomplete or not current. (See D.C. Procurement Regulations, 27 DCMR, Chapter 6, Section 699, Chapter 16, Section 1624; and Section 32 of the Standard Contract Provisions for Use with District of Columbia Government Supply and Services Contracts, December 1984, as amended).

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Title: \_\_\_\_\_

Company: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

DUNS #: \_\_\_\_\_

Phone: \_\_\_\_\_

Fax: \_\_\_\_\_

## **COST/PRICE DATA REQUIREMENTS**

### **1. GENERAL INFORMATION:**

- 1.1 Offerors submitting cost/price proposals, in response to a District Request For Proposal (RFP), sole source procurement, change order, or contract modification exceeding \$500,000 in total value, must include a complete cost and pricing data breakdown (i.e., data that is verifiable and factual) for all costs identified in the proposal, and relevant to the performance of the contract. The requirement for submission of cost or pricing data is met when all accurate cost or pricing data reasonably available to the Offeror has been submitted, either actually, or by specific identification, to the District. If not available at the time of submission, as later information comes into the Offeror's possession, it should be promptly submitted to the District in a manner that clearly demonstrates its relationship to, and effect on, the Offeror's cost/price proposal. This requirement continues up to the date of final agreement on price and/or other issues, as agreed upon between the parties.
- 1.2 There is a clear distinction between submitting cost or pricing data and merely making available books, records and other documents without identification or context. By submitting a cost/price proposal, the Offeror, if selected for negotiation, grants the Contracting Officer, or an authorized representative, the right to examine, at any time before award, those books, records, documents, and other types of factual information, regardless of form or whether such supporting information is specifically referenced or included in the proposal as a basis for pricing, that will permit an adequate evaluation of the proposed cost/price.
- 1.3 The cost/price proposal will represent the offeror's understanding of the RFP's requirements and the offeror's ability to organize and perform those requirements effectively and efficiently. The evaluation of the Offeror's cost/price proposal will be based on an analysis of the realism and completeness of the cost data, the conformity of the cost to the offeror's technical data and the proposed allocation of labor-hours and skill sets. Pertinent cost information, including but not limited to Defense Contract Auditing Agency (DCAA) and/or the Department of Labor (DOL) recommended rates for direct labor, overhead, general and administrative expense (G&A), etc., as necessary and appropriate, must be used to arrive at the most probable cost to be incurred by the Offeror. If the District considers the proposed costs to be unrealistic, the Offeror should adjust its proposed costs accordingly. Any inconsistency, whether real or apparent, between promised performance and cost or price should be explained in the cost/price proposal. The burden of proof for cost credibility rests with the Offeror.
- 1.4 The Offeror must submit its cost/price proposal in hard copy as well as on a diskette, which is in a format (i.e. MS Office, Lotus 1-2-3, etc.) specified and/or provided by the Agency Contracting Officer in the solicitation package. All cost/price proposals should provide a

Attachment J.17

cost summary by all cost elements, cross-referenced to supporting documentation. See Table No. (1.4).

1.5 The following information shall be included in this section, for the prime contractor and each proposed subcontractor:

- (a) A properly completed “Cost/Price Disclosure Certification.’
- (a) Identification of any estimates, along with the rationale and methodology used to develop them, including judgmental factors used in projecting future costs, based on known data, and the timing, nature and extent of any material contingencies.
- (c) Disclosure of any other activities or likely events which could materially impact specific costs (i.e., existing large material and supply inventories, management/ownership changes, new technologies, collective bargaining agreements, etc.)
- (d) Disclosure of any and all awarded and pending contracts with the District of Columbia, including contract number(s), amount, type (fixed price, cost reimbursement, etc.), agency, and a brief description of services.
- (e) Source of approval and the latest date of approval of the offeror’s Accounting system.



**Table (1.4)  
Example Cost Summary Format**

Cost Item	Task 1			Task 2			Task 3			Task 4, etc.			Base Year Total
	R	H	D	R	H	D	R	H	D	R	H	D	
Direct Labor Categories													
♦ Employee A													
♦ Employee B													
♦ Employee C													
Total Labor Hours													
Total Labor Dollars													
Fringe Benefit													
Labor Overhead *													
Total Direct Labor													
Other Direct Costs													
♦ Equip. & Supplies													
♦ Materials													
♦ Travel													
♦ Other													
Subcontractors													
♦ Sub A													
♦ Sub B													
ODC Overhead *													
Total ODC & Subcontractors													
G&A													
Fee/Profit													
Total Price													

H = Hours                      R = Rate                      D = Dollars (Rate X Hours = Dollars)

***Note: Provide cost information similar to the above format for each option/out-year***

*\* Note: Small, field-based trade providers typically have a labor or combined overhead cost components. Larger, more diversified providers may have separate labor, and/or ODC or combined overhead component.*

## **2. SUPPORTING COST DATA:**

- 2.1 The Offeror shall provide, for each cost element, a narrative description, in sufficient detail, to demonstrate price reasonableness, credibility and reliability. The Offeror shall provide its assumptions and methodologies used to estimate each cost element (significant item and quantity estimates, labor hour expenditure patterns and mix, etc.). The following information shall be included in this section:
- 2.1.1. The Offeror's total estimated costs plus its fee (if applicable) for providing all of the requirements of the RFP, as proposed in their technical proposal. Offerors should support their best estimates of all costs (direct, indirect, profit, etc.) to be incurred in the performance of the contract.
  - 2.1.2. When proposing multiyear/option year pricing, the estimated proposed costs shall include a breakdown of all cost elements for the base year as well as each option/out-year. Labor, other direct costs, indirect costs and profit shall each be clearly identifiable. If different from the Defense Contract Auditing Agency (DCAA) or Department Of Labor (DOL) recommended rates, the Offeror shall provide a thorough explanation for the variation(s) of rates.
  - 2.1.3. The Cost Summary Format (Table 1.4) provides a format for the Offeror to submit to the District a pricing proposal of estimated cost by line item, along with supporting documentation that is adequately cross-referenced and suitable for cost realism analysis. A cost-element breakdown shall be attached for each proposed line item and must reflect any other specific requirements established by the Contracting Officer. When more than one contract line item is proposed, a summary of the total amount covering all line items must be furnished for each cost element.
  - 2.1.4. If the Offeror has an agreement with a federal, state, or municipal government agency on the use of a Forward Pricing Rates Agreement (FPRA) or other rate agreement for labor, fringe benefits, overhead and/or general and administrative expense, the Offeror must identify the agreement, provide a copy and describe its nature, terms and duration.

## **3. SPECIFIC COST ELEMENTS:**

A well-supported cost/price proposal reduces the effort needed for review and facilitates informed negotiations. The following are the minimum criteria that constitute an acceptable cost/price proposal:

- 3.1 **Direct labor:** A task-phased annual breakdown of labor rates and labor hours by category or skill level, including the basis for the rates and hours estimated (i.e., payroll registers, wage determinations, collective bargaining agreements, historical experience, engineering estimates, etc.).
  - 3.1.1 The Offeror shall use the following Table No. (3.1.1) to exhibit its total labor hours by prime contractor and subcontractor(s). A separate table should be completed for each year (base and out-years).

**Table (3.1.1)  
Annual Labor Summary**

<b>Item</b>	<b>Task 1</b>	<b>Task 2</b>	<b>Task 3</b>	<b>Task 4</b>	<b>Base Year Total</b>
<u>Labor Category, Prime</u> <ul style="list-style-type: none"> <li>• Employee A</li> <li>• Employee B</li> <li>• Employee C</li> </ul>					
<u>Labor Category, Sub.</u> <ul style="list-style-type: none"> <li>• Employee D</li> <li>• Employee E</li> <li>• Employee F</li> </ul>					
<u>Labor Category, Consultant</u> <ul style="list-style-type: none"> <li>• Employee G</li> <li>• Employee H</li> </ul>					
Total Labor Hours by Task					

Note: Do not include wage rates in this table

- 3.1.2 A standard of 40 hours/week, 1,920 hours/year is recommended. If another standard is used, it should be precisely defined. Any deviation from the above labor-hour projection without substantiation may form the basis to reject the response to the RFP. The proposed labor-hours shall include prime contractor, subcontractor and consultant hours.
  
- 3.1.3 The Offeror shall also submit Table No. (3.1.4.b), depicting the labor mix percentages as proposed for the base year as well as the out-years and should match the personnel experience requirements specified in the RFP, Section **(to be referenced by the Contract Specialist)**, under Personnel Experience. All of the RFP Key positions must be included within the Senior Staff categories. To provide a better understanding of this format, Table No. (3.1.4.a) is provided as an example.
  
- 3.1.4 The Offeror shall describe how the hourly direct labor rate was derived and indicate whether these rates are subject to any collective bargaining agreement(s), the Service Contract Act (SCA), Davis-Bacon, or any other special agreement which controls the labor rate indicated. When proposing price escalation for option/out-years, the Offerors must follow instructions provided under Economic Price Adjustments, Section H, of this RFP.



Table (3.1.4.a)

## Summary of Proposed Annual labor Mix Category (with examples)

<b>NAME</b>  <b>(Note1)</b>	<b>LABOR MIX</b>  <b>(Note 2)</b>	<b>OFFEROR'S LABOR CATEGORY</b>  <b>(Note 3)</b>	<b>PERCENT OF TIME ON CONTRACT</b>  <b>(Note 4)</b>	<b>PLANNED SOW ASSIGNMENT</b>  <b>(Note 5)</b>	<b>STATUS</b>  <b>(Note 6)</b>
Able, Jackson	Sr. Staff Level 1	Program Director	PT/10%	N/A	PCE/E
Black, William E.	Sr. Staff Level 1	Psychiatrist	PT/20%	C.3	PCE/E
White, Pamela A.	Sr. Staff Level 2	Clinic Manager	PT/50%	C.4.1	PCE/P
Green, Robert T	Sr. Staff Level 3	Counseling Supvs.	PT/50%	C.4.2	PCE/P
Ross, Allen	Jr. Staff Level 1	Counselor	FT/100%	C.4.3	PCE/E

Note 1: Last name, first name, middle initial, grouped by task as specified in SOW. Attach resume for each name on list. The names on this list and the resumes are to be in the same order.

Note 2: Staff levels in each Labor Mix should be classified by the level of expertise and years of experience.

Note 3: Offerors internal labor category.

Note 4: State whether the individual is employed full time (FT) or part time (PT) and the planned percentage of the named person's production time that is to be applied as a direct charge to the contract.

Note 5: Identify by SOW paragraph(s) and task number, the major tasks to which the individual is expected to be assigned.

Note 6: Enter PCE if individual is to be a prime contractor employee; enter SCE if the individual is to be a subcontractor employee; enter CON if individual is to be a consultant. Enter E if employee as of the date of this proposal; enter P if the individual is a pending employee as of date of the proposal. Signed Commitment Agreements are required for all individuals with P status. A copy of each agreement is to be inserted behind the resume section in the technical proposal.

**Table (3.1.4.b)**

**Summary of Proposed Annual labor Mix Category**

<b>NAME</b>  <b>(Note 1)</b>	<b>LABOR MIX</b>  <b>(Note 2)</b>	<b>OFFEROR'S LABOR CATEGORY</b>  <b>(Note 3)</b>	<b>PERCENT OF TIME ON CONTRACT</b>  <b>(Note 4)</b>	<b>PLANNED SOW ASSIGNMENT</b>  <b>(Note 5)</b>	<b>STATUS</b>  <b>(Note 6)</b>
<u>Labor Category, Prime</u> <ul style="list-style-type: none"> <li>• Employee A</li> <li>• Employee B</li> <li>• Employee C</li> <li>• Employee D</li> </ul> <u>Labor Category, Sub.</u> <ul style="list-style-type: none"> <li>• Employee E</li> <li>• Employee F</li> <li>• Employee G</li> </ul> <u>Labor Category, Consultant</u> <ul style="list-style-type: none"> <li>• Employee H</li> <li>Employee I</li> </ul>					

Last name, first name, middle initial, grouped by task as specified in SOW. Attach resume for each name on list. The names on this list and the resumes are to be in the same order.

Note 2: Staff levels in each Labor Mix should be classified by the level of expertise and years of experience.

Note 3: Offerors internal labor category.

Note 4: State whether the individual is employed full time (FT) or part time (PT) and the planned percentage of the named person's production time that is to be applied as a direct charge to the contract.

Note 5: Identify by SOW paragraph(s) and task number, the major tasks to which the individual is expected to be assigned.

Note 6: Enter PCE if individual is to be a prime contractor employee; enter SCE if the individual is to be a subcontractor employee; enter CON if individual is to be a consultant. Enter E if employee as of the date of this proposal; enter P if the individual is a pending employee as of date of the proposal. Signed Commitment Agreements are required for all individuals with P status. A copy of each agreement is to be inserted behind the resume section in the technical proposal.

- 3.2 **Indirect Costs:** The Offeror shall indicate its proposed Fringe, Overhead and General & Administrative rates for each applicable fiscal or calendar year (as appropriate). The Offeror shall indicate if these rates are subject to a Forward Pricing Rate Agreement. If the proposed Indirect Rates differ from the Forward Pricing Rate Agreement, the Offeror shall provide an explanation. The Offeror shall provide its actual indirect rates for overhead, G&A and fringe benefits for at least the past three (3) years and shall explain the basis for any significant rate difference between the prior three year period and the rates proposed now.
- 3.3 **Other Direct Costs:** Other Direct Costs consists of materials, travel, reproduction, postage, telephone, supplies for the prime and all subcontracted effort. This includes all other direct costs associated with performance of the contract. Travel costs shall be in accordance with GSA Joint Travel Regulations for airfare, hotel, and per diem allowances. All other direct costs should be specifically identified and explained. If an allocated portion of a Direct cost is also included in an Offeror's indirect rate (such as General and Administrative), the Offeror should state so and list the types of expenses included in the indirect rate.
- 3.3.1 The Offeror should identify types, quantities, and costs of all materials and supplies proposed including a non-loaded priced listing of individual materials or supplies ordered, or a consolidated and priced bill of materials for the entire proposal. A thoroughly documented bill of materials includes part numbers, description, unit costs, quantity required, extended cost (including delivery charges) and basis for the proposed cost (price quotation, prior buy, signed purchase orders, etc.) plus any other non-recurring costs. Deliverable materials are items delivered as a part of the work product. Examples of this are copies and binders delivered to the Government as a report or software ordered for and installed on a computer in a District Government office.
- 3.3.2 The Offeror shall use the following Table (3.3.2) to exhibit its total other direct costs (ODC) by prime and subcontractor(s). A separate table should be completed for each year (base and out-years).

Table (3.3.2)

**Other Direct Costs (ODC) Summary**

<b>Item</b>	<b>Task 1</b>	<b>Task 2</b>	<b>Task 3</b>	<b>Task 4</b>	<b>Base Year Total</b>
Supplies and Materials Office Equipment Travel <ul style="list-style-type: none"> <li>• Airfare</li> <li>• Hotel</li> <li>• Meals &amp; Incidentals</li> <li>• Ground Transportation</li> </ul> Telecommunications Occupancy <ul style="list-style-type: none"> <li>• Rent</li> <li>• Utilities</li> <li>• Building Maintenance</li> </ul> Transportation Client Care Cost <ul style="list-style-type: none"> <li>• Food</li> <li>• Medical</li> <li>• Clothing</li> <li>• Personal Hygiene</li> </ul> Other					
Total ODC by Task					

***Note:** State each individual cost element being proposed. Describe in the narrative section of the cost proposal, how each cost element is derived and why it is being proposed. (Not all cost elements in the table above will apply to each solicitation. The above table should be tailored to the requirements of the RFP.)*

3.4 **Subcontracting Costs:** Each subcontract must be addressed separately. For any subcontract exceeding \$25,000 the cost/price proposal must show the names, quantities, prices, deliverables, basis for selection, and degree of competition used in the selection process. The subcontractor's cost or pricing data should be included along with the prime Offeror's proposal. If available, the Offeror should also include the results of its review and evaluation of the subcontract proposals. The Offeror shall provide copies of any cost or price analyses of the subcontractor costs proposed.

3.5 **Start-up Costs:** As appropriate, the Offeror shall identify all start up costs associated with this effort.

3.6 **Other Historical Data:** All offerors with current or past experience (within three to five years) for similar requirements, as described herein, must submit, as a part of their cost data, the following:

- (a) Contract Number.
- (b) Government agency (federal, state, District, municipal) the contract was awarded by.
- (c) Name and phone number of the Contracting Officer.
- (d) Name and phone number of the Contract Administrator.
- (e) Name and phone number of the Contracting Officer’s Representative (if applicable) and the Contract Administrator.
- (f) Period of Performance of the Contract.
- (g) Total amount of contract(s)

In addition to the above data, the following table (No. 3.6) will be completed and submitted with the cost data:

**Table (3.6)**

**Format for Historical Data**

	Proposed Contract			Delivered Contract *		
	Number Of Hours**	Contract Value	Average Hr Rate	Number Of Hours**	Contract Value	Average Hr Rate
Direct Labor						
Loaded Labor***						

- \* Should include any increased scope officially added to contract.
- \*\* If provided different number of hours, the difference should be explained.
- \*\*\* Loaded labor should include all loading and profit. If significant material (i.e., greater than 5%) is included in the contract, data shall be presented both with and without material cost.

In addition, any other data the offeror believes is necessary should be provided in this section.

*Note: For data submitted in the above table for “delivered Contract”, the Offeror shall indicate the date as of which, the submitted data is current.*