

Position Classification Standard for Building Management Series, GS-1176

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SERIES DEFINITION

This series covers positions that involve management of buildings and other facilities to provide organizations with appropriate office space and essential building services. Employees in this series typically perform one or more of the following functions: (1) applying business knowledge to directly manage, or assist in managing, the operation of one or more buildings and the surrounding property; (2) directing comprehensive building management programs; or (3) performing staff level work in the study of building management methods and the development of standard building management practices.

This standard supersedes the standard for the Building Management Series, GS-1176, issued in August 1971.

EXCLUSIONS

1. Classify positions that primarily require professional knowledge of structural design, chemical and physical characteristics of materials, engineering methods of construction and processing, or other engineering knowledge, skills and abilities in the appropriate professional engineering series.
2. Classify positions primarily involved in managing housing projects for rental to private individuals in the [Housing Management Series, GS-1173](#).
3. Classify positions primarily involved in the acquisition or disposal of real properties, where the paramount qualifications required are realty skills and knowledge, in the [Realty Series, GS-1170](#).
4. Classify positions primarily involved with managing the operation and maintenance of buildings, grounds, and other facilities such as posts, camps, depots, power plants, parks, forests, and roadways which require administrative and managerial skills and abilities combined with a specialized knowledge of the operating capabilities and maintenance requirements of various kinds of physical plants and equipment in the [Facilities Operations Services Series, GS-1640](#).
5. Classify positions that primarily require experience in one or more trades and labor occupations, and ability to direct trades and labor work, in the appropriate trades occupation.

OCCUPATIONAL INFORMATION

This series covers building managers, building management specialists, and building management staff officials. Building management specialists may specialize, in a line or staff position, in one or more program areas such as energy efficiency, custodial management, or mechanical maintenance, or in analysis of building management programs.

Building managers direct a variety of service functions to provide occupants of both Federal Government buildings and commercially leased space with adequate facilities in which to conduct agency business. In providing these services, they manage building operations, maintenance, repair, and alteration programs, and advise agency representatives on optimal use of the building's facilities.

Along with these major functions they direct a variety of other program areas which include conserving energy; eliminating environmental hazards; promoting the use of Federal facilities by the community; reviewing plans and specifications for new structures; evaluating and reporting on new material, equipment, methods, and prototype facilities; overseeing the provision of food service and concessions; and providing directory assistance to visitors.

Building managers operate office buildings and a variety of special purpose facilities, including courthouses, warehouses, laboratories, clinics, depots, libraries, border stations, and data processing installations. Along with the actual buildings, they also manage the grounds and provide snow removal and parking lot maintenance. In managing commercially owned buildings used by Federal agencies, they coordinate and evaluate operational activities to assure that occupants receive the level and kind of building services specified in lease agreements.

Building managers develop and implement overall programs to promote and monitor occupant safety and comfort, such as space utilization, energy conservation, safety, fire and security protection, and comprehensive buildings and grounds maintenance programs. They also direct activities to provide specific building services such as heating-ventilating-air conditioning (HVAC), elevator, plumbing, telephone, parking, and cafeteria services.

In accomplishing their work, building managers supervise a variety of employees specializing in space management, real estate, contracting and purchasing, engineering, concession management, planning and estimating, and other office work. In many instances, building managers direct, through contractors, the grounds and custodial work, special equipment maintenance, various kinds of service and repair work, and other trades work. They manage the contracting process and assist the contracting officer by developing statements of work, monitoring the contractor's performance, inspecting completed work against contract requirements, and by recommending progress payments, terminations, and other actions.

Operational Programs -- Managers of Government-owned buildings plan comprehensive operations, determine work force (agency or contract), money, and material needs to carry out the programs; and set priorities for accomplishing various projects. They control and evaluate the effectiveness and economy of operations through inspection programs, budget controls, and

management improvement studies. Building managers budget for custodial and mechanical workloads, contract cost escalations, utility rate increases, the cost of minor repairs and agency moves, security support, procurement of supplies and material, travel, administrative salaries, and equipment requirements.

Building managers authorize work or delivery of supplies or materials, interpret terms and conditions of contracts, authorize any deviation from contracts, levy deductions for any failure or omission, amend contracts, terminate contracts for defaults, and issue final decisions regarding contract disputes.

Building managers must have sufficient technical knowledge of building construction, modernization, modification, and maintenance requirements to establish and administer control systems and procedures for technical service operations. They identify the need for and recommend major repair or alteration projects, and monitor work done by private contractors.

Space Management -- Building managers review occupant use of space, analyze their needs, and plan alterations and space reorganizations to accommodate changing tenant requirements. They resolve problems relating to space assignment and use, determine the adequacy of building services, furnishings, and fixtures, and schedule space improvement projects.

Community Impact -- Building managers devote time to public relations with the public and governmental bodies. They develop working relationships with representatives of State and local governments, citizen groups, and the general public. Some managers deal with media representatives, municipal authorities, and professional organizations.

Building managers coordinate building operational requirements with various public services such as public utilities, police, and fire departments to resolve problems with use patterns in Federal facilities. They coordinate fire and police protection services, and emergency evacuation and relocation plans. They also initiate and maintain contacts with planning officials and private groups to analyze and discuss topics such as traffic flow, environmental pollution, and future Federal space and service needs in the area. They arrange for building security, deal with threats and protesters, and control evacuations and other emergency procedures.

Tenant-Agency Relations -- As part of the overall program, building managers develop and promote good working relationships with tenants such as those in the cabinet or at lower levels in the executive branch, judges, and Members of Congress. This includes continuing contacts to determine agency satisfaction with services and to gain cooperation with programs such as energy conservation. These contacts are involved in the analysis of moves, alterations, repairs, and plans for reorganizations.

Historic Preservation -- Some building management assignments include Federally owned structures of unique historic and architectural value. Building managers are required to preserve the original character of such structures. This requires compromise and innovation in evaluating the need for and directing repairs, replacements, and alterations. They must also adjust plans and alterations for needed modifications made by owners to leased buildings that are protected by historic preservation requirements.

Concessions -- Building managers provide space for and inspect vendor and food service facilities for compliance with applicable health, safety, and operational standards and for assurance that contract obligations are met. They provide utilities and environmental systems support and direct the performance and inspection of preventive maintenance, minor repair, and construction required by the concessionaire.

Construction, Repair, and Alterations -- Building managers plan and supervise all on-site construction activity performed by agency personnel or contractors. They coordinate design and construction projects, prepare specifications, and review contract submissions. They prepare bid solicitations for unit price agreements, negotiate bids, award contracts, inspect completed work, and approve final payment.

TITLES

Building Manager is the title for positions directly responsible for managing the operation of one or more buildings.

Building Management Specialist is the title for positions involving:

- (a) analytical studies and related staff work to investigate, evaluate, and develop building management procedures, methods, and techniques and to provide advisory services; or
- (b) positions directly involved in building operations programs subordinate to building managers.

Building Management Officer is the title for positions involved in planning and directing broad building management programs, usually covering extended geographic areas, and in providing administrative and technical policy guidance to operating building managers. There may be only one building management officer for an organizational unit.

Supervisory Building Management Specialist is the title for positions which meet the criteria for definition as supervisors in the appropriate [classification guide for supervisory positions](#).

GRADING POSITIONS

Building Manager positions are graded by comparison to the criteria on the following pages. The square feet of the building complex noted at each grade level is intended as a base frame of reference for the total demands placed upon the position. *Do not count, as equal to office space, parking lots or other extensive open areas that require less than the typical managerial demands, or work loads spent in managing office space.*

The grade for a specific building manager position is determined by the skills required to plan and manage the overall program. In all cases, a careful evaluation must be made to determine whether substantive criteria presented at each grade level are fully met. For example, the criteria is difficult to meet and the overall evaluation may be weakened when significant amounts of space are leased and owner managed.

Determine the grades of building management specialists and other staff positions by criteria in the [Administrative Analysis Grade Evaluation Guide](#) or other criteria appropriate for the work assigned. Since building managers are evaluated based upon a full responsibility for the entire program, other criteria should not be used to classify subordinate positions to the same grade or a higher grade.

BUILDING MANAGER, GS-1176-09

This is the first level at which building managers are independently responsible for planning and directing the operation of buildings, and for maintaining productive relations with occupants. At this level, building managers direct all functions for small facilities, and provide service to a few organizations whose needs are relatively stable and where there are no unusual environmental, operational, or other complicating factors.

Facilities operated by GS-9 building managers include small buildings or other facilities with standard, conventional operating equipment. They are usually located in and around a large town or small city away from major population centers. Typically, facilities operated at this level have 27,000 square meters (a few hundred thousand square feet), house several hundred occupants, and are used for a variety of purposes, such as offices, public information centers, and warehouses or distribution facilities. Mechanical systems required to service buildings at this level include those necessary to provide occupants with utilities and temperature control (electrical, plumbing, heating, and air conditioning systems), but maintenance and operating requirements are generally stable and predictable.

Occupants housed at this level include a few small field offices (i. e., 7-10) of larger agency components, such as Selective Service, Social Security, U.S. Marshal's offices, military recruiting offices, and Internal Revenue information centers. Occupants may also comprise the engineering or claims processing staff of one agency. Service needs of occupants are generally stable and recurring, and relate primarily to providing adequate building maintenance. The need for extensive renovation or alteration to facilities is infrequent.

GS-9 building managers are responsible for initiating and maintaining contacts with agency representatives. The following are examples of these kinds of contacts:

- discussing complaints regarding custodial or other services with office representatives;
- planning small renovations, partition changes, or internal reorganizations necessitating interoffice moves;

- notifying agency representatives of planned improvements of facilities or equipment and explaining any temporary inconvenience to occupants.

GS-9 building managers also have periodic contacts with local government officials regarding building inspections and permits, and occasionally with local contractors to contract for minor construction and repair services to facilities.

GS-9 building managers are directly involved in planning and directing the various aspects of operating programs. They direct the work of a small number of subordinate trades and custodial workers, usually through working leaders, and are directly involved in setting work schedules, planning preventive maintenance, and inspecting facilities and maintenance work for compliance standards. In some cases building managers accomplish this work through a contract work force.

Building managers plan annual and long-range operations and maintenance requirements based on past requirements and standard operational guides. They identify specific maintenance and repair needs, and set project priorities according to operating necessity and available funds.

GS-9 building managers may report directly to a higher-grade building manager or staff support office located some distance away. Although GS-9 managers are responsible for the overall management of facilities assigned to them, technical assistance is readily available.

BUILDING MANAGER, GS-1176-11

GS-11 building managers operate medium-sized office buildings in a metropolitan area and/or smaller buildings scattered throughout a portion of a State. These facilities have approximately 45,000 square meters (approximately half a million square feet) of space and house 1,000-3,000 occupants. The building space is used for office purposes, warehouse and storage space, and some kinds of specialized space. Because facilities are larger, vary more in kinds of construction and in building mechanical systems (centralized heating and air conditioning, automatic elevators, alarm systems, etc.) they are more complex to operate and maintain than those at the GS-9 level.

Occupant agencies or organizations serviced number about 10 to 20 and service requirements change from year to year. Typically, facilities house area or district offices, in addition to small field offices. Many of the organizations require special purpose space, and require special custodial services and rigid temperature controls. Coordinating comprehensive safety programs and providing precautionary measures (alarm systems, emergency exits, fire sprinkler systems, etc.) is complex at the GS-11 level because individual buildings are large and house a lot of occupants. Due to occupant service requirements, there are frequent renovations and structural alterations.

Building managers maintain cooperative relationships and initiate contacts for the purpose of planning and coordinating a variety of services, and evaluating the adequacy of the facilities and

services provided. The following are examples of the scope of agency contacts maintained at this level:

- consulting with agency representatives to plan comprehensive building safety programs and evacuation procedures in case of fire or other emergency;
- discussing courtroom security problems with Federal judges and other court officials, and assisting U.S. Marshals with protection during court proceedings;
- planning day care centers;
- assisting agency representatives in planning internal space reorganizations;
- advising agency representatives on, and planning structural alterations to improve the work environment or to change space from one use to another (e.g., changing storage space to office space).

GS-11 building managers also have recurring contacts to obtain needed services such as custodial work, cafeteria or snack bar services, building equipment maintenance, or special projects such as mechanical or electrical systems renovations, structural renovation, or space alteration. Because of the scope of contract services required, these contacts require a good knowledge of a wide variety of local contracting sources in order to meet occupant service needs expeditiously.

GS-11 building managers direct overall activities of workers in a variety of trades and custodial capacities through subordinate trades supervisors or contractor operations. They plan operating programs, develop standard schedules for maintenance activities, and make periodic inspections of facilities to insure smooth functioning. GS-11 building managers are primarily concerned with coordinating the work of subordinate functions to insure the efficient operation of facilities. They may take direct charge of working operations in special situations such as major equipment breakdowns, operating emergencies, or during installation of new equipment systems.

In establishing building operation and maintenance systems, GS-11 Building Managers follow policy manuals and procedural guides issued by higher authority. They receive technical assistance from regional specialists in planning building renovation or alteration projects. The building manager has primary responsibility for fostering cooperative relationships and providing optimum levels of service.

BUILDING MANAGER, GS-1176-12

GS-12 building managers direct the operation of extensive facilities housing large numbers of occupants, involved in the specialized operations of one or a few agencies, or the local operations of many agencies.

The facilities managed consist mostly of large multi storied buildings with approximately 90,000 square meters (approximately one million square feet) of space. They are located in large urban areas or scattered through several medium-size cities in a State. The buildings are used primarily for office purposes, but may also contain substantial amounts of space used for special purposes such as; scientific research; data collection, processing, and dissemination; tax return processing; classroom instruction; and other functions housed in specialized structures such as laboratories, medical facilities, clinics, and food preparation facilities. They have centralized equipment systems such as large heating and air conditioning plants, electrical and high pressure steam distribution systems, and banks of automatic elevators and/or escalators. These systems are difficult to operate and maintain because they are large, technically complex, and require a variety of skilled mechanics to operate and maintain them.

Facilities described at this level house the regional or district headquarters offices of agencies, but may also house the national headquarters of small agencies. They may also house Federal judges, Members of Congress, or a large number of employees engaged in the mission of a major command. They have high public interest and large numbers of visitors, or have complicated building traffic patterns and security requirements.

Many occupants, such as Federal judges and Members of Congress, may require very high levels of protection and security, as well as special office furnishings, fixtures, and a level of custodial care higher than that provided to agencies in the executive branch of Government.

As with lower levels, GS-12 building managers insure that space and building service needs are being met, respond to complaints, resolve competing requests for services, and evaluate and monitor the use of available space by occupants. Because of the frequent changes in occupant needs, they continually find ways to meet new needs within the limitations of available space and budget resources. They advise agencies on space utilization and plan major space changes, such as altering office or storage space for specialized purposes or making major improvements to office layouts.

Managers have continuing contacts with key municipal officials to assure fire and police protection for facilities, or to coordinate mass transit and other traffic patterns to better serve the needs of occupants. Managers also maintain close relationships with community planning groups to plan for future Federal space and service needs.

The manager plans major alteration and renovation projects for the replacement of heating and air conditioning equipment, new lighting, and structural renovation. The manager develops budget justifications, analyses, and recommendations for use of either a private contractor or

Federal employees. In the actual design and execution of major projects, the building manager may receive technical assistance from staff specialists at regional or higher level offices.

GS-12 building managers usually report to regional headquarters, although they direct most aspects of the building management program with great independence. Work is reviewed from the standpoint of the general level of service rendered to building occupants and overall efficiency of building operations.

BUILDING MANAGER, GS-1176-13

GS-13 managers direct building management programs for a very large building or complex groups of large buildings and facilities. These programs involve significant and continuing problems because of the size and complexity of the buildings, the kinds of occupant agencies, and the impact of the facilities on the surrounding area.

At the GS-13 level, the size of the facilities managed total 270,000 square meters (several million square feet) or more. These buildings are most often high rise, totally enclosed buildings with extensive operating plants. The mechanical systems are very large and located where major repair or replacement is very difficult.

Facilities typical of this level house departmental headquarters or major agency field offices. Following are examples of these kinds of organizations:

- primary Government organizations (i.e., independent agencies reporting directly to the President);
- principal components of major executive or legislative departments (including offices of cabinet level officials);
- operations of the judicial branch.
- large regional offices of major Federal agencies.

Agencies, organizations, programs, and staffs described at this level are almost constantly changing, as are their requirements for expanded or revised space and building services. This requires the building managers to continually reappraise agency space and service needs, and plan ways of meeting these needs, often through extensive alterations and renovations to major facilities.

Because of the level and scope of agency programs carried on in these facilities, the GS-13 building managers must exercise great tact and personal relations skills in resolving complaints and competing requests for services. GS-13 building managers serve as chief advisers on matters of space utilization and reorganization to agencies whose mission and programs are of the scope described above.

GS-13 building managers have extensive contacts with State and city officials, and with public and private groups for the purpose of obtaining public services, planning for future needs, and discussing community problems that arise from intense community and national interest in agency activities. The building manager must assure adequate provision for security and protection in recurring instances of civil disturbance or other action that would interfere with operations of the major agency organizations or would threaten the safety of employees or other persons in the buildings.

The scope and complexity of the facility requires the services of very large numbers of employees. The manager sets overall requirements and criteria for evaluating the total program. At lower levels managers are concerned, to a greater degree, with supervision of the work force.

Managers in charge of building operations of the scope described above receive general direction in the form of policy statements and procedural guidelines. However, they are expected to use broad judgment in interpreting these guides in light of individual situations, including those that threaten the safety of building occupants and hamper the conduct of agency work. Their work is judged by its overall effectiveness in meeting the needs of agency organizations.

FINAL GRADE LEVELS

The forgoing criteria covers most building management situations, and the grade level described is the appropriate final grade. However if the criteria at a particular level is fully met, and the tentative grade is at least GS-12, and the operations include at least six of the following items, then one additional grade level is appropriate. To credit an item the criteria should be present in the position at the full level or intensity of the management effort described.

- A. The building manager has a high number of demanding tenants who compete for resources and require extra effort in cleaning and renovation and in interpersonal relationships. The manager is responsible for over 9,000 square meters (100,000 square feet) of courtrooms, office space, and chambers for the judicial branch of Government. In addition, the employee manages office space for the regional headquarters operations of at least five agencies in the executive branch of Government.
- B. The health of occupants and workers is endangered by the building environment or the presence of hazardous materials. Regulating the environment, removing the materials, or managing the materials in place requires significant effort in allocating time, resources, and funds. For example:
 - asbestos is present that cannot be left in place and its removal requires progressive relocation of occupants;
 - other hazardous material must be removed and doing so requires the curtailment of services or the temporary retirement of part of the building; or,

- reconfiguring office space exposes occupants to hazards left in place unless the manager institutes appropriate countermeasures.

The manager provides substitute services or space as well as managing the removal of the hazard. Efforts to remove a hazard may extend over a full year or more. As a continuing responsibility, the manager tests air quality, inspects materials, reviews and generates reports, investigates complaints, trains workers, orients tenants, keeps records, and coordinates regulatory activity. Requirements for occupant safety and the protection of the environment may be contradictory; for example, if venting a work area creates a discharge point for pollutants.

(NOTE: Do not credit this item if hazardous materials are present but out of the way and undisturbed; or do not require significant attention; or their management does not require careful planning to avoid disrupting tenant activities or building operations.)

- C. Manages operations through a contract administration program where very difficult problems are encountered in assessing the contractor's ability to meet requirements, and it is difficult to secure compliance with contract provisions. The service contracted for is very complex and is difficult to provide, the experience of contract workers must be assessed, and one or more low bidders cannot demonstrate with certainty pertinent experience. Services contracted for may include heating or air conditioning replacement, repair, or operation, elevator work, cleaning or restoration of original features, or asbestos removal. Equipment may be old or obsolete, or for other reasons, such as asbestos removal, the performance requirements are exacting and qualified contractors are hard to find. The building manager develops the statement of work to be performed, monitors the contractor's performance, and inspects the completed work to insure that contract provisions are met. The building manager must participate in pre-award analysis and evaluate the contractor's ability to perform the work required. The manager's technical analysis of contractor proposals and ability to perform weigh heavily in the award process.
- D. Buildings managed are spread through an area of about 234,000 square kilometers (90,000 square miles). Often, water, electricity, and waste disposal are not provided by a city so the manager must arrange for these services or operate equipment to provide them. This characteristic is significant because the difficulty of the management work is compounded by major differences in climate and terrain; different building structures, systems, and uses; and servicing occupants with different kinds of requirements. In addition to this, the wide dispersion of the buildings requires considerable skill in personnel management, significant planning for efficient inspection and follow up, and management of travel budgets and time.
- E. One or more Federally owned buildings have historical significance requiring special efforts in coordinating renovation, in securing suitable tenants, and in day-to-day upkeep. The manager restores major interior design features and rooms and preserves the architectural integrity of the facade. The building manager arranges for the acquisition of historically correct materials and the application of suitable cleaning processes and schedules to interior features and art work. The building is not merely old, it is of

interest to public or private groups or other agencies and may be on the National Register of Historic Places. The building manager meets with interested groups and resolves issues with architectural boards, historical societies and the issuers of permits. The building manager is personally involved in cost benefit decision making on the extent of restoration, the materials used, and the methodology used in the restoration.

- F. The building managed requires exceptional efforts in completing alterations, repairs, and equipment replacement because of the very large size of the systems; equipment placement within the building; and the age and configuration of the building. For example, a very large high rise may consist of two or more parts built at different times. Though outwardly they appear to be one structure, they have different internal designs which complicate the internal reconfiguration of utilities, wiring, and office space, and complicate the creation of secure areas, security systems, and limited access or special purpose elevators. In another example, the HVAC systems are very large and located ten or more floors above ground. Thus, major repair or replacement of these systems must be planned, coordinated, and scheduled in order to provide services to tenants within the annual heating and cooling cycle.
- G. Building HVAC systems and construction are highly inefficient. The building manager achieves reductions in energy use while maintaining tenant support and satisfaction with overall services. The equipment requires frequent and exacting preventive maintenance to operate at its best efficiency. The manager allocates time and resources to retrofit lighting, heating, and other systems to reduce energy costs. Achieving energy savings requires the manager to carefully control the use of space and building access outside normal work hours.
- H. Tenant agencies have frequent major alterations and improvements so the building manager has a much greater than normal difficulty in planning and scheduling conflicting work requirements. Numerous, simultaneous or sequential construction and repair projects require intensive interaction with tenants regarding the timing of projects and resolving problems caused by dislocations.
- I. The building manager has responsibility for managing space in 80 or more separate buildings.
- J. The building manager has responsibility for 270,000 square meters (three million square feet) or more of leased, owner serviced space in addition to directly managing at least 135,000 square meters (one and one-half million square feet) of Government-owned space.