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**General Schedule  
Position Classification Standards**



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**POSITION CLASSIFICATION  
STANDARD  
FOR  
CEMETERY  
ADMINISTRATION SERIES,  
GS-1630**



**Workforce Compensation  
and Performance Service**



# Cemetery Administration Series

## GS-1630

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## SERIES DEFINITION

This series includes positions the duties of which are to direct, administer, manage, advise on, or supervise the overall operation of one or more Federal cemeteries.

This standard supersedes the classification standard for the Cemetery Administration Series, GS-1630, published in June 1971.

## EXCLUSIONS

1. Positions that primarily involve single aspects of cemetery administration such as budget formulation and execution, land acquisition, landscape planning and design, or environmental engineering are classified in the applicable series, e.g., Budget Analysis Series, GS-0560, covered in the [Job Family Position Classification Standard for Professional and Administrative Work in the Accounting and Budget Group, GS-0500](#); [Realty Series, GS-1170](#); [Landscape Architecture Series, GS-0807](#).
2. Positions that primarily involve technical, administrative, or clerical support work in the operation of a cemetery (except where the duties are assigned principally for training and development as a cemetery administrator) are classified in the appropriate series in the [General Administrative, Clerical, and Office Services Group, GS-0300](#).
3. Positions for which the paramount qualification requirements are experience in and knowledge of trades and labor work are covered by the applicable Job Grading Standard under the Federal Wage System, e.g., [Cemetery Caretaker, 4754](#); Supervisors.

## OCCUPATIONAL INFORMATION

Cemetery administrators are involved in directing or performing a wide range of functions:

1. *Interments*
  - a. Establishing gravesites based upon approved plans, and preparing graves;
  - b. Determining eligibility of veterans and others for burial in Federal cemeteries by examining service data submitted in support of the burial request application, making decisions as to whether individual burials will be effected pending receipt of appropriate documentation, and obtaining from next of kin or their agents documents providing for disinterment in appropriate cases;
  - c. Arranging for, coordinating, and scheduling funerals, including group burials; arranging for shipment or temporary storage of remains, as appropriate; attending memorial services; presenting or mailing flags to next of kin; obtaining necessary documents on vital statistics from funeral directors;

- d. Conducting interments and closing the graves;
- e. Placing temporary grave markers; receiving, inspecting, and erecting permanent headstones; and
- f. Inspecting private monuments for conformance to authorized specifications and regulations as to quality, type, inscription, location, and erection.

## 2. *Maintenance and Repair*

- a. Maintaining cemetery grounds, buildings, utilities, and equipment;
- b. Inspecting grounds, buildings, and other facilities and equipment for appearance, noting deficiencies and planning for correction; determining repair work required;
- c. Maintaining alignment, cleaning, and resetting headstones; assuring good backfill of gravesites; and
- d. Identifying needs and planning for construction projects, and reviewing plans and working drawings.

## 3. *Management and Administration*

- a. Directing cemetery operations and accounting for the success of specific programs and activities;
- b. Determining program goals and developing or recommending plans for the cemetery, including plans for organizational changes;
- c. Monitoring the progress of the cemetery toward established goals and periodically evaluating and making appropriate adjustments;
- d. Considering a number of factors when making decisions or recommendations to higher-level management, including public relations, labor-management relations, effects on other organizations, etc.;
- e. Setting policy for the cemetery and establishing operational guidelines;
- f. Administering general personnel management programs and policies, including those appropriate to labor-management relations;
- g. Delegating authority to subordinate supervisors and holding them responsible for the performance of their units;
- h. Planning, scheduling, and reviewing work; dealing with employees and union representatives on employee benefits, discipline, grievances, etc.;

- i. Planning and estimating cemetery budgetary requirements; executing and controlling established spending plans for each fiscal year;
- j. Communicating with area, regional, or headquarters offices on matters of eligibility for burial, workload data, headstone procurement, etc., and coordinating administrative details with appropriate authorities;
- k. Establishing and managing essential records and required record keeping systems; preparing interment and workload data and periodic management activity assessments;
- l. Procuring necessary materials and equipment; establishing and controlling leases and utility services; maintaining and controlling inventory;
- m. Developing contract terms, negotiating contracts, and performing contract oversight for cemetery operations, maintenance, and construction projects; supervising and inspecting work performed by contract personnel;
- n. Assuring safe working conditions and the use of appropriate safety equipment;
- o. Enforcing laws and regulations pertaining to conduct and decorum within the cemetery; and
- p. Managing the cultural and historical resources contained within the cemetery grounds through appropriate preservation practices.

#### 4. *Public Affairs/Public Relations*

- a. Representing the Federal Government in matters pertaining to the cemetery; receiving official visitors from military, Federal, state, and local agencies;
- b. Arranging and participating in special ceremonial, civic, and community events such as Memorial Day, Veterans Day, and POW/MIA Day;
- c. Establishing and maintaining positive relationships with officials of local and state governments and veterans service organizations, public service and fraternal organizations, commanders of local military installations, clergy, and local commercial interest groups (funeral directors, etc.) who do business with the cemetery; informing these groups of matters that may affect them socially or economically; gaining their cooperation in furthering the goals of the cemetery through participation in special services, ceremonies, and activities;
- d. Developing and maintaining contacts with local media representatives; disseminating information on cemetery programs and policies, as well as veterans' benefits in general; responding to inquiries concerning burial eligibility, specific gravesites, historic monuments, genealogies, etc.;

- e. Fostering and maintaining good relations with the general public, including relatives and friends of decedents buried in the cemetery; and
- f. Where the cemetery is located on foreign soil, representing the U.S. Government with host nation representatives in dealings ranging from veterans affairs to the socioeconomic impact of cemetery operations.

Cemetery administrators must have analytical ability, social awareness, and tact and diplomacy, and possess good communications skills. They must possess knowledge of established management principles, concepts, and methodology to identify, analyze, and resolve managerial and administrative issues or problems of a procedural or factual nature. They must be able to anticipate the need for action. They must possess a basic knowledge of the goals, principles, methods, and techniques of cemetery administration, including knowledge of Federal burial eligibility requirements, land management, horticulture, equipment and facilities maintenance, historic preservation, security, and traffic control. They must also possess the ability to deal effectively with individuals and groups, and to adjust to difficult or stressful situations. Positions in some foreign countries require knowledge of the language, customs, and mores of the host nation.

## AUTHORIZED TITLES

*Cemetery Administrator* is the title for positions that involve directly administering and managing the operations of a cemetery or cemeteries.

*Cemetery Administration Officer* is the title for positions that involve planning and directing cemetery programs and operations at the area, regional, or central office level, and providing administrative and policy guidance to operating cemetery administrators.

*Cemetery Administration Specialist* is the title for staff positions that involve investigating and developing a range of cemetery administration policies and operating procedures, methods, standards, and techniques.

## GRADING POSITIONS

The grade-level criteria in this standard are to be used to classify positions of cemetery administrators who are responsible for the direct operation of cemeteries. Since cemetery administration involves program management and supervisory work, the [General Schedule Supervisory Guide](#) should also be applied to those positions whose supervisory duties and responsibilities meet minimum requirements for coverage by the guide. The overall grade of the position should reflect the highest level of program management or supervisory work performed.

This standard does not provide grade-level criteria for all types of positions involved in cemetery administration; the following positions are some which cannot be graded by direct application of the criteria in this standard:

1. Assistant cemetery administrator (or "deputy") positions. Such positions should be classified in relation to the position of the cemetery administrator. Where the assistant administrator is a full assistant to the administrator, is in the direct supervisory line, and shares in all phases of the organization's work, the assistant cemetery administrator position will typically be one grade lower than that of the cemetery administrator.
2. Entry level and developmental positions. These positions should be graded using other related standards and sound classification and position management practices. Entry level trainees receive a planned series of progressively more responsible assignments that expose them to a variety of cemetery operating situations and problems. Work assignments are selected to give trainees on-the-job experience with accepted methods, techniques, and practices used in accomplishing cemetery operations; to orient them to the policies, philosophy, and approaches to problems encountered in cemeteries; and to allow for observing and evaluating their aptitudes and abilities to adjust to and deal with these responsibilities. Advanced trainees may be assigned either as special assistants or relief assistants to cemetery administrators at Federal cemeteries or as administrators at small, relatively inactive cemeteries where they receive appropriately close supervision. Ordinarily, entry level and developmental positions will be graded at the GS-5/7 level.
3. Positions with responsibility for staff work (i.e., Cemetery Administration Specialist) or work that is not primarily accomplished through subordinate staff, or that involves fewer than three subordinates. Such positions reflect a situation in which the primary responsibility is nonmanagerial/nonsupervisory, i.e., personal work accomplishment. They should be classified primarily on the basis of their nonsupervisory responsibilities in accordance with appropriate subject-matter standards.
4. Cemetery administration officer positions. These positions should be evaluated using other appropriate standards that measure broader or higher-level managerial or executive functions and responsibilities.

The following standards may be helpful in evaluating aspects of cemetery administration positions for which this standard does not provide direct or complete grade-level guidance: the [Administrative Analysis Grade Evaluation Guide](#) (nonsupervisory staff or analytical work); the [Housing Management Series, GS-1173](#), and the [Building Management Series, GS-1176](#) (business program management and staff work); the [Public Affairs Series, GS-1035](#) (public relations with community and public interest groups); the [Contracting Series, GS-1102](#) (cemetery contracting responsibilities); and the [Facility Management Series, GS-1640](#).

## EVALUATION NOTES

Cemetery administration work involves a range of degrees of administrative, supervisory, and managerial responsibility over one or more cemeteries. Positions are graded on the basis of their duties and responsibilities, as evaluated in terms of three factors which combine to influence the relative complexity and difficulty of the work:

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

Positions should be evaluated on a factor by factor basis, using the factor-level descriptions for the Cemetery Administration Series. Only the designated point values may be used.

The descriptive material found in a particular factor level expresses the nature or quality of that factor or level. For a factor to warrant the point value at a given level, it must substantially meet the overall intent of that particular level. In Factor III, only Levels A, C, and E are described; these are the levels with which most positions will normally be equated. There may, however, be instances where the responsibilities of particular positions will exceed the description for one level, but not fully meet the description for the next higher level. In these instances, Levels B and D may be used, as appropriate.

The factor levels do not identify all the work situations and position characteristics that are found in the cemetery administration occupation. It follows that good classification judgment must be used in deciding whether a specific position element substantially meets the intent of a particular factor level. All the material that bears on the position being evaluated must be considered and given appropriate weight.

Cemetery administrator positions are properly classifiable at two-grade intervals. The grade-level criteria in this standard cover positions at grades GS-9 through GS-13; this range represents the performance level typical of the occupation. The absence of grading criteria for positions at any particular grade level does not preclude evaluation of positions at that grade. Full performance level positions below GS-9 (i.e., positions that fail to meet the minimum criteria in this standard) should be evaluated by using a related standard in conjunction with this standard. Positions above GS-13 (i.e., positions that substantially exceed the criteria in this standard) should be evaluated by extension of the criteria in this standard and the application of sound classification judgment.





## FACTOR-LEVEL DESCRIPTIONS

### FACTOR I. SCOPE OF OPERATIONS

This factor measures the extent to which the scope of operations, expressed in terms of the following elements, affects the complexity and difficulty of managing the cemetery. Generally speaking, the larger the cemetery, the more difficult and responsible the cemetery administrator's position.

*Developed acreage and utilized gravesites.* The numbers of developed acres and utilized gravesites (which in turn reflect the numbers/sizes of roads, grounds, trees, shrubbery, buildings and utilities) significantly affect the difficulty and responsibility of the administrator's position. Acreage includes total developed acreage from all cemeteries under the administrator's jurisdiction. Undeveloped acreage requires significantly less intensive care and is normally not considered. (However, if the acreage is under construction, or if planning for the development of the unused acreage has begun and requires the administrator's making significant management decisions and recommendations, these acres should be included in the total acreage.)

*Annual interments.* The number of interments affects the degree of initiative, judgment, and originality required in operating a cemetery. Some Federal cemeteries (i.e., those in foreign countries) are closed to interments; some have relatively few burials annually and can schedule and accomplish these burials with little problem. Other cemeteries, due to a large number of burials, encounter more frequent and complex problems in determining eligibility, scheduling interments, determining locations of and establishing gravesites, obtaining the cooperation of local military commanders and veterans organizations, and accomplishing temporary custody or shipment of remains. A large number of burials requires considerable planning and adjusting in order to maintain good relations with next of kin, funeral directors, veterans service organizations, and the general public.

*Vehicles and industrial type motorized equipment.* The number of vehicles and pieces of industrial type equipment in the cemetery inventory also gives an indication of the level of management difficulties. Operation and maintenance of such (()) vehicles and equipment (e.g., backhoes, front end loaders, riding mowers, welders, compressors) commonly present a larger variety of problems as the cemetery increases in size.

#### *Level A (20 Points)*

Developed acres for which the administrator is responsible range from 10 to 34; utilized gravesites from 3,000 to 11,999; annual interments from 100 to 349; and vehicles and pieces of industrial type equipment from 10 to 19.

#### *Level B (40 Points)*



Developed acres for which the administrator is responsible range from 35 to 84; utilized gravesites from 12,000 to 29,999; annual interments from 350 to 799; and vehicles and pieces of industrial type equipment from 20 to 34.

*Level C* (100 Points)

Developed acres for which the administrator is responsible range from 85 to 184; utilized gravesites from 30,000 to 56,999; annual interments from 800 to 1,799; and vehicles and pieces of industrial type equipment from 35 to 54.

*Level D* (140 Points)

Developed acres for which the administrator is responsible range from 185 to 385; utilized gravesites from 57,000 to 93,000; annual interments from 1,800 to 3,800; and vehicles and pieces of industrial type equipment from 55 to 80.

## FACTOR II. COMPLEXITY OF OPERATIONS

This factor recognizes the level of technical complexity inherent in the work of the position--the nature and diversity of operating and maintenance problems, the complexity of environmental and horticultural problems, etc. The more complex, unpredictable, frequent, and diverse such problems are, the more they complicate resource and program planning, scheduling and assigning work, modifying or developing procedures for work accomplishment, and other managerial activities of the administrator.

*Variety of headstones and markers.* Different operating procedures, installation and maintenance equipment, and training are required to place and maintain a variety of headstones. Some cemeteries use all flat markers to define gravesites; others have traditionally used upright headstones. Where a variety of markers are used, operations are somewhat more complicated.

*Environment.* Weather conditions, soil conditions, general climate, potential for natural disasters, and terrain affect the level of initiative and judgment required to plan and accomplish burials. Problems can range from occasional discovery of excessive rock in a selected site, soil erosion, or cave-ins, to numerous problems due to high water level, rocky terrain, sandy soil, heavily forested areas, steep hills and gullies, underground springs, meandering creeks, and hardpan. Weather and other environmental conditions can require ingenuity in gravesite location, excavation, and preparation, as well as affect long-range planning for interments and for the development and layout of new burial sections.

*Horticultural and landscaping considerations.* Ground and plant conditions, seasonal work requirements, the presence of plant diseases and insects, and overall landscape and project plans affect the technical grounds keeping problems inherent in the work of the administrator.

*Level A* (20 Points)

Headstones of a single type are used throughout the cemetery. Environmental considerations are minor: few weather-related problems occur; loam, clay-loam, or sand-loam are the predominant soils; terrain is predominantly flat. Plant diseases and insect infestations involve common problems and are easily treated; landscaping is minimal, requiring routine grounds keeping; few aspects of the master landscape plan remain to be implemented.

### *Level B (40 Points)*

Headstones are a combination of types (e.g., flat markers and upright stones) requiring dual procedures and additional equipment. Significant environmental problems complicate planning and scheduling of interments: hilly or sloping terrain; predominately hard clay soil or sandy gravelly soil; weather conditions which vary with the seasons, causing occasional snow, rain, or drought-related problems. Unusual plant or pest problems requiring specialized remedial action occur occasionally; grounds keeping tasks sometimes include major repairs requiring a large investment in personnel or contracted assistance (e. g., major section restoration).

### *Level C (60 Points)*

Headstones are a variety of types including unique monuments requiring special equipment, materials, and procedures for their care. Environmental concerns include large amounts of rock in the subsoil or in outcroppings, or sandy soil sufficient to require the use of graveliners; major weather extremes such as below-freezing temperatures for a significant portion of the year or excessive rain (as in hurricane alley); steep hills causing hazardous conditions and requiring special procedures for using equipment, especially in inclement weather. A large variety of plants exist which frequently require specialized care to prevent damage or destruction by unusual diseases or pests; grounds are regularly undergoing development of new sections which require a great deal of intensive special work.

## **FACTOR III. LEVEL OF MANAGERIAL RESPONSIBILITY**

This factor recognizes the managerial responsibilities and problems which affect the difficulty of the work. For the most part, the greater the degree of authority and responsibility for the various aspects of supervision and management, the greater the level of planning and coordination required and the more difficult the administrator's job.

*Financial management.* The degree to which an administrator has responsibility for the proper and economic management of the financial resources under his/her jurisdiction, and the size and complexity of the program involved, reflect the level of program planning and decision making present in the position.

*Contracting.* The extent to which an administrator has authority to accomplish independently different aspects of the contracting process (including developing statements of work, signing contracts, and authorizing payment), the types of contracts involved, and the degree of oversight required affect the difficulty of work planning and coordination.

*Public affairs/public relations.* The number, frequency, and importance of contacts with the public and members of the media, the degree of involvement of veterans service organizations and others in planning and scheduling activities, and the nature and scope of interrelationships with the surrounding community affect the demands placed on the administrator's managerial skills.

*Personnel management/supervisory responsibility.* The extent to which the cemetery administrator manages personnel through subordinate supervisors and has authority to deal with significant personnel, labor-management, employee relations and other actions affects the complexity of problems inherent in the work.

*Cemeteries at different locations.* Additional discrete cemeteries under the jurisdiction of the administrator can necessitate the physical dispersion of the work force, makes scheduling more complicated, and otherwise add to planning and coordination problems.

*Supervisory controls.* Administrators are typically accountable to a cemetery administration officer located some distance from the cemetery. How the work is assigned, the degree of independence with which the administrator is expected to work, and how the work is reviewed have an impact on the difficulty and responsibility of the job.

*Guidelines.* The specificity, applicability, and availability of guidelines, and the degree to which the administrator is involved in interpretation and development of instructions, procedures, and policies also affect the complexity of the work.

### *Level A (20 Points)*

The financial management program is very basic, of limited scope, with no special difficulties present; the budget is small; funding is stable, with few significant changes; few or no deviations can be made independently from the established/budgeted spending pattern. Contracts are generally limited to routine maintenance or construction work which is accomplished without significant problems; the administrator oversees the work and authorizes contractor payment if the work is acceptable. In the area of public affairs, there are few visitors, ceremonies, or visiting dignitaries; local officials and veterans service organizations are only occasionally involved in cemetery activities; the administrator works with a few individuals or a small committee to plan traditional ceremonies such as Memorial Day and Veterans Day. Managerial/supervisory duties (planning, selecting employees, assigning work, evaluating performance, taking disciplinary action, etc.) are performed personally, there being no subordinate supervisors. The administrator is responsible for a primary cemetery and perhaps one or two small nearby cemeteries requiring minimal care. The administrator's supervisor defines objectives and priorities and assists on matters for which there is no precedent; the administrator completes work independently in accordance with instructions, training, and

accepted practice; work is reviewed for soundness of outcome, not process, as direct supervision over distance is not feasible--the supervisor may visit periodically, but primary direction and review are by mail or telephone. Guidelines, including Federal and state laws, agency policies and regulations, and standard operating instructions and precedents, are readily available and generally applicable to all routine aspects of the cemetery operation (accomplishing burials, conducting services, directing and controlling traffic, maintaining cemetery grounds and equipment, etc.); the administrator must exercise judgment in selecting and interpreting the guidelines, and in adapting them to suit specific local conditions or situations. The cemetery administrator has no direct policymaking role beyond establishment of local cemetery policy, but may be called upon occasionally to comment on proposed policy.

*Level B* (40 Points)

*Level C* (60 Points)

Financial management activity involves some operating complexities and difficulties consistent with a budget that is moderate in size and with a range of financial transactions; significant reprogramming of funds is required; the funding situation is fluid, but not highly volatile/unstable; the cemetery administrator can realign some levels of funds during the budget cycle, but certain changes require approval of higher-level management. Contract work involves procuring a variety of products, services, and construction projects, including some one-time projects of moderate complexity and scope; the administrator prepares work statements, approves contract awards within monetary limits, and oversees contract completion. Public affairs activities include regular involvement with state and local officials and veterans service organizations at ceremonies or on matters dealing with cemetery operations; the administrator must regularly attend meetings and participate in planning and conducting frequent activities at the cemetery or in the community. The administrator is able to delegate to a limited number of subordinate supervisors in guiding and controlling work matters, and has authority to establish internal guidelines for and approve or reject personnel actions. The administrator is responsible for several small cemeteries such as soldiers lots or monuments, or for additional cemeteries requiring a moderate level of care. The cemetery administrator's supervisor sets resources and objectives; the administrator functions independently, plans and accomplishes work resolving most conflicts and interpreting policy on own initiative; work is evaluated based on its effectiveness. Guides are available but may be inadequate for dealing with the more complex or unusual situations; the administrator interprets and adapts as necessary and may recommend changes in policy or precedent as a result. The administrator is regularly called upon by higher-level echelons for interpretation, opinion, and advice on policy development matters, and often participates in regional studies and/or research projects.

*Level D* (80 Points)

*Level E* (100 Points)

Financial management activity is complex and complicated due to the volume and diversity of transactions, the size of the budget, the management of major contracts, and instability and sudden changes in funding which require extensive revisions of the budget; the number and diversity of expenditures and utilized subaccounts require creative development, modification, and execution of budget plans; long-range planning is required to assure adequate funds for major replacements or purchases. The administrator regularly oversees major contracts for renovations or construction projects that require significant numbers of contract personnel working on cemetery grounds; contracts are complex (e.g., large cost-plus-fixed-fee service contracts) involving extensive work statements and special terms and conditions, and present significant monitoring difficulties; the administrator sets requirements for contracted work and enters into agreements on own authority within confines of procurement procedures, lets contracts through appropriate procedures/channels, and resolves problems of noncompliance or default through extensive coordination with area and central office staff. In the area of public affairs, the administrator regularly plans, schedules, and participates in events involving national officials or international dignitaries; veterans organizations are very actively involved in cemetery activities, requiring the administrator to spend considerable time and effort attending meetings, making presentations, coordinating numerous special ceremonies, and handling media and public affairs matters. The cemetery administrator directs the work of the cemetery through two or more subordinate levels of supervisors; establishes goals for the cemetery, with authority to realign staff to accomplish work in the most efficient and effective manner; and performs long-range planning for all resources. The administrator is responsible for additional cemeteries (which may include small lots), some of which require intensive care. The administrator operates completely independently with authority to handle the full range of supervisory responsibilities without prior higher-level approval; work is broadly defined in terms of function with the administrator responsible for planning and carrying out all aspects of the cemetery's management; work results are normally accepted without change, and any review concerns overall program accomplishment. Guides have limited applicability to many aspects of the operation or are broadly stated and of sketchy nature, requiring the administrator to use judgment and initiative to interpret, modify, or develop procedures for the cemetery. The administrator often initiates changes, tests new procedures, and then suggests policy applications systemwide; may serve as a standing member of a national committee to review policy proposals; is looked to as an expert by other cemetery administrators as well as top agency officials; is regularly chosen to train developing cemetery administrators; and is sought out by agency-level staff for comment, input, and ideas for adaptation as agencywide policy.

## GRADE CONVERSION TABLE

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

<b>GS Grade</b>	<b>Total Points</b>
9	60-100
11	120-160
12	180-220
13	240-300