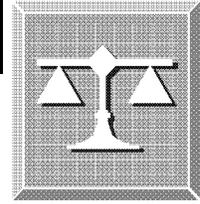


TS-38 February 1962, TS-55 February 1965

**General Schedule
Position Classification Standards**



WCPS-2 August 2002

**POSITION CLASSIFICATION
STANDARD
FOR
PRINTING MANAGEMENT
SERIES,
GS-1654**



**Workforce Compensation
and Performance Service**



Printing Management Series

GS-1654

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SERIES DEFINITION

This series includes all positions which involve planning, administering, supervising, reviewing, evaluating or performing work in connection with the management of a pro-gram which provides printing services. Characteristic of positions in this series is the application of a knowledge of printing, including knowledge of the instructions which a printer must have before he can reproduce manuscript received for publication; knowledge of the capabilities of printing equipment and processes; and ability to manage a printing production organization. Positions in this series may, *in addition*, involve supervision of related functions such as editing, illustrating, and distributing printed materials.

These standards cover some position formerly allocated to the Printing and Publications Series, GS-2090. The standards for the GS-2090 series, issued October 1944, are abolished and the series definition revised.

Incumbents of positions in this series make decisions based on knowledge of the characteristics and uses of printing equipment, whether the equipment is in the department's own printing plant(s), in the Government Printing Office, or in private printing firms with which the department contracts for printing services. There is a continuing responsibility for maintaining knowledge of developments in the printing industry.

EXCLUSIONS

1. Positions in large scale printing and reproduction operations which require knowledge of manufacturing operations and processes for planning the use of manpower, machines and materials, but which do not require the technical knowledge of printing as described in this series, are excluded from this series. (See the [Production Control Series, GS-1162](#), and the [Industrial Specialist Series, GS-1150](#).)
2. Positions involving proofreading, preparation of manuscripts for printing, dummy and layout work, indexing, maintaining distribution lists, and editing, are excluded from this series. (See series covering information and editorial work.)
3. Positions involving the determination of storage, supply requirements, issue, and distribution of publications are excluded from this series. (See appropriate series within the [Supply Group](#), e.g., GS-2010, and revised definition for GS-2090.)
4. Positions responsible for contracting for printing services, where the principal requirements are knowledge and application of Government procurement and contracting regulations rather than a technical knowledge of printing, are excluded from this series. (See the [Contract and Procurement Series, GS-1102](#).)
5. Supervisors of duplicating organizations (see the definition for "Duplicating" in the explanatory material) are excluded from this series. (See appropriate series within the [GS-0300 Group](#).)

6. Positions responsible for a variety of clerical duties in connection with the control, procurement, or providing of printing services, including preparing and processing requisitions, identifying established specifications and estimating costs for standard, recurring publications, maintaining control records, etc., are excluded from this series. (See [Printing Clerical Series, GS-0351](#).)
7. Positions responsible for managing or advising on the management of map and chart production plants are excluded from this series.
8. Positions which have as a primary duty, supervision of printing trade work, and which have as their paramount requirement trade or craft knowledge and experience, are excluded from the Classification Act.

OCCUPATIONAL INFORMATION

All positions involved in the production of printing within the Federal Government are controlled or affected in some way by the annual regulations issued by the Congressional Joint Committee on Printing. The following excerpts of definitions from the Committee's issuance, the Government Printing and Binding Regulations, are pertinent for determining coverage within this series:

"Printing. -- The term "printing" as used in these regulations shall be construed to include and apply to the processes of committee position, platemaking, presswork, and binding; the equipment ... used in such processes; and the end items produced by such processes and equipment. (Composition shall include typesetting or final copy prepared by any method used as a substitute for type-setting when such material is procured commercially or produced in authorized printing plants and is to be used in the production of printing or a printing plate.)

"Duplicating. -- The term 'duplicating' as used in these regulations means that material produced by use of (a) equipment, and (b) stencils, masters, and plates which are to be used on single unit duplicating equipment not larger than 11 by 17 inches and which have a maximum image of 10 3/4 by 14 inches, and are prepared by methods or devices that do not utilize reusable contact negatives and/or positives prepared with a camera requiring a darkroom.

"Printing Plant. -- The term 'printing plant,' as used in these regulations means any plant which produces 'printing' as defined owned or operated wholly or in part by the Government or at Government expense, and shall include all such plants located on property owned or controlled by the Government, and using any of the following methods of reproduction or types of equipment:

- (a) Offset presses of any size, which print from sheets or rolls and which employ --
 - (1) Offset plates made from reusable contact negatives and/or positives prepared by the camera requiring a darkroom.

- (2) Sensitized paper masters and/or exposure frames used in connection with reusable contact negatives and/or positives prepared by the camera requiring a darkroom.
- (b) Machines which utilize a special-cast type such as Multi-graph.
 - (c) Letterpresses of any size which utilize printers type, plates, or engravings, except hand-operated or foot-operated letterpresses used solely for the production of map and chart titles.
 - (d) Typesetting or typesetting machines of any kind (Linotype, Intertype, Monotype, Fotosetter, etc.).
 - (e) Manufacture of rubber stamps or rubber plates.
 - (f) Power-operated cutting, binding, and stamping equipment required to complete the manufacture of material produced by any of the aforementioned types of machines.
 - (g) Duplicating machines (offset, spirit or gelatin process, stencil process) when operated in connection with the above machines."

Definitions

For the purpose of these standards, the following terms have the meanings given below:

Technical knowledge of printing. -- The knowledge of (a) the instructions the printer must have, i.e., specifications regarding ink, paper, binding, typography, etc.; (b) the capabilities, characteristics and uses of equipment and processes in a printing plant; (c) the capabilities of the printing facilities which may be used by the department, i.e., the department's own printing plant(s), the Government Printing Office, and commercial printing plants; and (d) production costs in relation to various processes and equipment utilized.

These knowledges are to be distinguished from a trade or craft knowledge of printing which involves the skill to operate one or a few items of printing equipment but does not require a knowledge of the capabilities of all other items of equipment in the plant, a knowledge of other types of printing, or a knowledge of the capabilities of other printing plants, Government and commercial.

Subject-matter organization. -- The organization where the manuscript is written or the form designed, as contrasted with the printing organization where the manuscript or form is printed, or where action is taken to have it printed.

Position types and official titles

These standards describe the following types of positions:

Printing specialist. -- These are specialists in such aspects of a printing program as procuring printing, giving advice on and developing studies of equipment, inspecting printing plants, developing standards and guidelines for use of printing organizations within the department or agency, etc.

Supervisory printing specialist. -- Positions of supervisory printing specialists are not described in these standards. They should be classified by reference to these standards, and to other appropriate guidelines and principles for evaluating supervisory positions.

Printing officer. -- These are managers of printing production plants or managers of printing programs. By definition, these positions entail supervisory responsibility; therefore, a "supervisory" prefix will not be used.

Printing assistant. -- This title should be used for beginning and advanced trainee levels for specialists and officers.

Note: In classifying entrance-level printing positions, it is essential to consider the duties in the total environment, with full recognition given to whether a career ladder exists for movement into higher level management type positions. While the specific duties and responsibilities of a trainee printing assistant, for example, may appear to be similar to those assigned a printing clerk position in the [Printing Clerical Series, GS-0351](#), such a position is classifiable in the Printing Management Series when the duties and responsibilities are carried out as part of a training process designed to lead into positions where there is the requirement for and the application of a technical knowledge of printing.

Printing positions in other than the printing organization

Although not specifically described in this standard, there may be positions which are organizationally located outside the printing organization, serving a liaison function between the writers and editors, who have the subject-matter knowledges, and the printing specialists, who have the printing knowledges. When the incumbent of a liaison position must have the technical knowledge of printing as defined in these standards, the position would be classified to this series. Where such technical knowledge of printing is not required, but, instead, the position requires a combination of knowledges of editing, illustrating, etc., it would be excluded from this series.

Background

Before the printing organization receives a manuscript or form for printing, the subject-matter organization has written the manuscript, or has designed the form for functional use. The subject-matter organization usually does not have a printing specialist on its staff. It usually does have editors who process the work of the writers into a form suitable for action by the

printing organization. The editors are usually responsible for all contacts with the printing organization since generally they have more knowledge of printing requirements than the writers. However, in some subject-matter organizations the writers may deal directly with members of the printing organization. In recognition of this variance, we have identified, throughout these standards, the contact in the subject-matter organization as "editor/writer."

I. Functions of the Printing Organization

Printing organizations are staffed with personnel responsible for some or all of the functions listed below. These are typical functions performed in most printing programs:

- A. Procurement of printing, including liaison between the editor/ writer and the printing organization.
- B. Performance of specialized services.
- C. Management of printing production plants.
- D. Management of printing programs.

A. Procurement of printing

Printing is procured from the departments' own printing plants, from the Government Printing Office, from other government agencies, and/or from commercial printing plants.

1. Determinations of the sources of printing procurement are dependent upon the printed product involved. Section 111, Title 44 of the United States Code, provides that all printing, binding, and blank-book work shall be done at the Government Printing Office, except (a) such classes of work as shall be deemed by the JCP to be urgent or necessary to have done elsewhere; and (b) printing in field printing plants operated by the department concerned and printing obtained by contract field printing is approved by the JCP. The Government Printing Office, in turn, may have the department's printing produced elsewhere under contracts made by the Public Printer with the approval of the JCP.

The determination by the printing specialist of the appropriate plant to do the work requires a comprehensive knowledge of the capabilities of the plant's camera, composition, press, and bindery operations. For example, a printing plant's capabilities may be such that it can print the product but not compose it; or print the product but not bind and distribute it economically; etc.

2. An illustrative, but not all inclusive list, of printed materials obtained includes: printed letterheads on office paper, return addresses on envelopes, cut sheet forms (single sheets printed on one or both sides), specialty forms (marginally punched; continuously run; carbon interleaved; varied use of colors, etc., for use with high speed equipment), books,

bound publications, pamphlets, handbooks, leaflets, folders with printed entries, and envelopes with special design such as windows, ties, open-end, self-mailers, etc.

3. Specifications must be furnished for the guidance of the printer in his production of the printed material. The cover paper stock and ink to be used; appropriate typography; binding instructions (stapled, looseleaf binder, sew, saddle stitch, etc.); whether proofs must be submitted to the editor/writer; quantity desired; packaging, mailing, and/or shipping instructions; and instructions regarding marginal punching, perforations, carbonizing, and use of the forms.

Determination of these specifications requires a knowledge of the capabilities of the printing equipment and processes, and of their costs and location. Decisions as to appropriate paper stock, ink, typography, and binding require consideration of the most economical mode of production which, within the capabilities of the available printing plants, will result in a publication which is appropriate for the reader public involved and its reading habits. For example, in considering the reader public involved and the way it will use the printed product, the specifications may have to reflect such factors as the number of years the product is to be used; possible further reproduction; water, grease, and weather exposure; whether it will be used on electronic equipment; whether special adhesives must be used because of the weather environment; etc.

The sizes of paper, colors of inks, lay-out requirements, and use of photographs determine the equipment and processes to be used. If out-of-the-ordinary set-up work must be performed by some employee in the printing plant, the cost of the product will increase. The printing specialist must recognize, and make clear to the editor/writer the effect of various editorial decisions concerning format, use of colors, use of photographs, etc., on printing costs, and must be able to suggest to the editor/writer possible alternatives which will achieve acceptable results at reduced cost.

A familiar example is the requested use of more than one color of ink. The editor/writer may consider the use of two colors of printing necessary to impress the reader audience with the message of his publication. The printing specialist knows that the use of two colors of ink will require running the job through the presses twice, or using a more expensive two color press, thus increasing the printing cost. The printing specialist must be able to suggest for the editor/writer's consideration a less expensive way to print the publication which may be as effective as two color printing. In some programs, the printing specialist may have authority to make the final decision as to the layout to be printed, based on his knowledge of the printing organization's policies and on its printing allotment.

Some printing allotments include large amounts for procurement of specialty forms to be used with increasingly automated equipment. These forms present problems of reconciling minimum printing cost with usability on the equipment concerned. The printing organization must insure that the specifications for these forms do not, by definition, limit bidding to one bidder. Also, the total use of the form must be considered (in close liaison with the forms management personnel) so that such factors as location of

carbons, perforations, printing on one page but not the next, etc., do not limit the form to use with one particular piece of automated equipment, when with minor changes it might work effectively with other equipment.

4. In addition to determining the specifications for the printer, the cost of the job to the department is usually estimated. This estimate is based on standard charges for particular processes, sizes of paper stock, number of photographs, etc. Here, too, the capabilities of printing equipment must be considered. Where the cost of a particular job can be substantially affected, for example, by changing page sizes 'to utilize press sizes more effectively, the printing organization staff encourages the editor/writer to consider the change. Cost estimates may be used in programming budget expenditures for current and future fiscal years, for obligating funds until final settlement is made with the printing plant, and in reviewing billings received from the printing plant. Where discrepancies in charges are found, the printing specialist must clarify and obtain any changes in billing as appropriate.
5. In some instances, the printing specialist develops specifications for open-end contracts of a year's duration for printing, binding, and related printing services. In addition to developing the specifications, he may perform the necessary liaison with commercial printing plants for procurement, scheduling, and production of printing. under these contracts. In scheduling the work, the printing specialist uses his knowledge of printing equipment and processes to determine the most economical use of available equipment. For example, certain types of card forms, which are used in very large quantities, can be produced very economically only on one type of printing press. These forms typically are scheduled on a staggered basis to avoid overloading the press and thus incurring overtime costs. Where it appears that overtime may be necessary to complete such a job on schedule or to meet a specific deadline, the printing specialist would have to negotiate with all the parties concerned to arrive at the best utilization of funds and equipment.

B. *Specialized services*

Specialized services include inspection of field printing plants; post-audit review of contracts for field printing; preparation and implementation of instructions, procedures, policies, etc., for printing organizations at lower levels; continuous review of developments in private industry through visiting commercial printing plants, attending manufacturers' equipment demonstrations, testing new printing equipment on a trial basis, investigating and evaluating the efficiency and applicability of new equipment in the department's printing program; preparation of staff studies to determine the need for additional field plants or net equipment in these plants, planning for expansion of the department's printing services; etc.

These special functions are present at least in part in most programs. They may be performed by the printing officers or, in some cases, such as in the larger programs, they may have been concentrated into the positions of printing specialists.

Each organizational segment with a printing plant must submit an annual report to be included in the department's report to the JCP. The reports received from printing organizations at lower

levels are reviewed at the department level by printing specialists or officers to identify problem areas (for example, where a piece of equipment is not fully utilized, where a piece of duplicating equipment is being used regularly to produce a volume beyond its JCP authorized limits, where the printing plant as an entity is not being fully utilized, etc.) As a result of such reviews, the department's printing officer may change the work-load of the printing plant through changing its users; may with-draw duplicating equipment and replace it with printing equipment; may request authority from the JCP to establish an additional printing plant; etc. In other words, these reports are used as management tools to improve operations, conserve printing costs, and insure that JCP regulations are being complied with.

C. Management of printing production plants

Printing plants are staffed largely by wage board personnel who have the trade and craft skills to operate the equipment and to produce the printed product. Typically, there is a wage board foreman as the direct supervisor of the wage board staff of a printing plant. He must have trade and craft skills to supervise the production work, to demonstrate net' and advanced trade techniques and methods, and to troubleshoot when equipment presents problems.

The management of a production plant, however, requires a combination of management abilities and a technical knowledge of printing as defined earlier rather than trade and craft skills. While some managers may come from the trade and craft jobs if they exhibit management abilities, talents, or potential the trade and craft skills are not necessary requirements for the plant manager jobs.

Management of a production plant includes responsibility for establishing production standards, for preparing a printing budget, for insuring that only materials which may properly and legally be printed are produced in the plant, etc. The management responsibility may also include authority for determining whether it is necessary to print certain materials; responsibility for procurement of printing services which may not or cannot be produced in the plant; and responsibility for keeping up with the latest developments in the printing industry for possible incorporation in the plant. The limitations of funds and the requirements for obtaining JCP approval for all new equipment make it essential that the printing officer request approval only for that equipment which is the most up-to-date and which will serve the most purposes.

D. Management of a printing program

The printing programs of almost all departments operate within the regulations of the JCP. Printing services are obtained from one or more of the sources cited in A, above. Where the size of the printing program is such as to require one or more printing plants, the manager of the program is responsible for establishing policy and procedures to govern all printing to be done or to be obtained from outside sources.

The management of a printing program involves responsibility for two or more of the functions described above under A, B, and C. The printing services are provided for a department or agency or for a subordinate echelon when such services include provision of policy and procedural guidance to printing plants at lower levels. The jobs at the agency or department

levels also include responsibility for representing the department to the Congressional Joint Committee on Printing (JCP). (The JCP, in its above cited regulations, has provided that all matters pertaining to printing, binding, and the distribution of printing matter should be referred to the JCP and to the Government printing Office by and through one source in each department.)

II. Evaluation Criteria

Criteria for evaluating the nature and variety of work, the nature of guidelines available, the purpose and nature of person-to-person relationships, the degree to which judgment and initiative are required, and the knowledges and abilities required, are grouped under the factor titled "Nature and Variety of Work." The second factor is "Supervision and Guidance Received."

Evaluation criteria are discussed separately by factor for (1) Printing Specialists; (2) Printing Officers responsible for management of printing production plants (Type A); and (3) Printing Officers responsible for management of printing programs (Type B).

A. Nature and variety of work

1. Printing Specialists

(a) The level of procurement functions performed by printing specialists is dependent upon the variety and complexity of the printed matter procured and the variety of sources from which procured, i.e., the department's printing plant, the Government Printing Office, and/or commercial sources.

The more complex printed products are obtained from printing sources having a greater variety of equipment or a different kind of equipment. The more complex the printed product (in terms of use of colors, bindings, photographs, inserts, carbons, etc.), the more detailed the printing specifications must be. This, in turn, requires a greater knowledge of the capabilities of printing equipment and of individual printing plants.

In addition to requiring complex specifications, color work generally is more difficult because the printing specialist will have more extensive negotiations with the editor/writer to establish the minimum requirements considering department and JCP policy concerning use of color. This work is also complicated because very close register must be maintained by the pressmen in the printing plant (i.e., colors must be kept within the boundaries of the design with no run out into other areas) and the printing specialist is generally involved with the printer (agency, GPO, or commercial) on a continuous basis checking the product and determining whether it is acceptable at various stages of the printing production process.

It is more difficult to prepare the printing specifications for some printing products when the total job is not carried out in one plant. Various stages in the process may be carried out by various plants; for example, camera and composing work by one, presswork by another, and bindery and distribution by another. This requires the printing specialists to

develop separate specifications for each printer which will insure the best use of available time for each printing process and yet accomplish the work in the most economical fashion acceptable.

(b) The level of specialized, advisory, and inspection functions increases with the demand for use of a wider knowledge of new printing equipment and processes and a broader area of application of these printing knowledges (e.g., to functions outside the printing organization). This is manifest by knowledge of the capabilities of an increasingly wide range of printing equipment and/or processes; by knowledge of the phases of the printing process ranging from knowledge of the requirements of one phase of the process to that of total production (from the preliminary steps of preparation in the subject-matter organization through final printing, binding, and distribution); by recommendations which affect an area ranging from that of the specialist's own printing organization to the entire department or agency and further, to an area outside the department or agency; and by responsibility for meeting and persuading others in a varying range of situations, from those in his own organization, to personnel in printing plants outside his own department, to management personnel in field installations as well as throughout his department, and sometimes to the staff of the JCP. The requirement for independent action and decision making varies with the responsibility for such assignments as inspections of field printing plants, and/or negotiations with managers and owners of private firms.

This standard does not include grade level guides for printing specialist positions above the GS-12 level because of the limited number of such positions and because of the highly individualized nature of these positions in the various department and agency printing programs. The absence of such guides does not preclude the evaluation of nonsupervisory printing specialist positions to higher levels by extension of the criteria discussed in this standard and by the application of general classification principles.

2. *Printing Officers*

The two types of printing officer positions covered in the standards are identified as:

Type A. -- Those responsible for management of a printing production plant. They may or may not have additional responsibility for procurement of printing from outside sources.

Type B. -- Those responsible for management of a program.

The level of Type A printing positions is based on the complexities of managing the printing production plant and providing printing services, and, where appropriate, the complexities of the printing procurement. These complexities are reflected in the level of work performed by Classification Act subordinates, the size of the printing production plant in terms of wage board staff and variety and complexity of equipment, the variety of printing services provided, the problems resulting from geographical dispersion of users and contractor printing sources, and other factors such as unusual responsibilities and authorities.

It cannot be overemphasized that the size of the subordinate work force described at each grade level as an example, is an example only. If the complexity and variety of the printing work, the difficulties involved in procurement from commercial printing firms, and the authority of the printing officer do not meet the characteristics of the grade level, then supervising a particular number of subordinates will not in itself justify classification to a higher level. Conversely, not supervising a particular number of subordinates will not necessarily preclude classification to a higher level when the other factors of difficulty have been met in the position. In allocating a position it is important to determine that the overall characteristics of the position meet the overall characteristics of the grade level as described in this standard.

Where the customers serviced are dispersed over a wide geographical area, special procedures must be established to obtain materials for printing, to return proofs, to get them back in time to meet production schedules, etc. When there are problems with the proof, and extensive costly changes are involved, it may require telephone calls, special mailing procedures, rescheduling for other printing jobs to do this job, etc. Although the customer at a distance may be knowledgeable, generally extensive negotiations are necessary to get all his requirements identified -- to insure that they are requirements, and to determine which of his requests are desires which may be modified by the printing specialist within his good judgment. Usually, special communication efforts and sometimes special visits are necessary to establish effective two-way flow of work between the subject-matter organization and the printing organization.

Some printing plants regularly provide printing services for other activities within their department, or for activities of other departments and agencies. This responsibility complicates the position of the printing officer since specific separate instructions must be established for the guidance of the customers, and separate accounting must be established within the plant. Frequently, such customers may have authority for printing which is not regularly within the authority of the printing officer, further complicating his position since special releases may have to be obtained in order for the work to be done. Typically, such outside customers need especially expeditious service, further complicating the regular scheduling within the plant, and generally requiring extensive negotiation by the printing officer with such customers.

Although Type A printing officer positions are first described at the GS-9 level, this does not preclude the possibility of such positions existing at lower levels. However, any such position which does not meet the GS-9 criteria should be reviewed to see if it more properly belongs in the wage board category or includes responsibility for some function other than management of a printing plant and does not come within the coverage of this series.

Special classification recognition

When all of the other requirements of the grade level concerned have been met, and it is found that a position has additional responsibilities, the Type A printing officer position may be classified one grade higher if it has at least 2 of the following 3 responsibilities and authorities:

1. The printing plant regularly services a wide variety of independent installations (e.g., 10-15), inside and outside the department, and each having different functions, when

such service results not only in a wide variety of printing requirements, but also in difficult scheduling problems, personal contact problems, and a significantly greater need for educating activity personnel in printing techniques and formats, relative costs, controlling policies and regulations, and the procedural and specification requirements for requesting printing services.

2. The printing officer has authority to make final determinations, overruling subject-matter organizations, if necessary, on the type of printing to be used, on matters of form as related to printing techniques, on priorities and scheduling, and on outside contracting versus printing in his own plant. These decisions must go beyond the areas in which JCP regulations are controlling, and must involve the use of discretion, judgment and technical knowledge.
3. The printing officer has line control over several branch plants, resulting in increased problems of equipment and staff distribution, work scheduling, etc., and he may also have "functional control" over other installations. "Functional control" includes responsibility for inspecting plants (or reviewing their operations through other means such as reviewing production reports and reviewing all printed material produced by them) for compliance with JCP, Bureau of the Budget, and agency policies, recommending approval or disapproval of requests for equipment purchase proposals, etc.

The level of Type B printing officer positions is based on the complexity of the printing program managed which is reflected in terms of:

- a. The degree of responsibility for establishing printing policy and procedures.
- b. The extent to which the printing officer is consulted by management officials and the extent to which printing requirements are considered in the organization's planning of functional programs.
- c. The scope of negotiations with the JCP to obtain approval of equipment for printing plants, to obtain acceptance of new equipment and processes, to justify printing as legally authorized, to support and justify printing reports, to obtain approval of changes to printing regulations, and to meet such other requirements as the JCP may establish.
- d. The extent of responsibility of the printing officer as a member of interdepartmental or joint Government committees' established to consider printing problems of mutual interest.
- e. The scope of a printing program which may serve organizational entities on a local basis, throughout the United States, or both in and outside the United States.
- f. The scope of responsibility for printing plants in subordinate organizational segments.

- g. The variety and complexity of printing services procured and sources from which obtained.
- h. The degree of complexity of contracts made with commercial printing firms.
- i. The extent and level of other unusual responsibilities and authorities.

The Printing Officer, Type B, must insure that the activities of his printing program are coordinated with the decisions of management on future department or agency programs. He must be able to help management identify its printing needs and problems, in long as well as short-range terms, and to develop in management officials at all levels an understanding of the printing implications of management decisions. His program must be sensitive to the needs and goals of management in order to develop effective responses, e.g., anticipating massive printing work loads and planning for automation of the printing service; developing new and modified equipment to handle unusual printing needs resulting from special geographical conditions (e.g., weather impact, available manpower, etc.); preparing plans for future printing facilities in federal office buildings still to be built.

B. *Supervision and guidance received*

Technical supervision and guidance received gradually decrease as the level of responsibility increases. At the GS-11 level and above, supervision is generally administrative, i.e., through allotment controls, review of personnel utilization, and surveys of customer satisfaction.

All aspects of the program are bound by the laws relating to printing and by the regulations of the JCP. In some matters the printing officer is bound by definitive controls, as, for example, those for obtaining new equipment specifically identified as requiring JCP approval to purchase. However, since the printing officer is responsible for meeting the printing needs of his department, he must also achieve the maximum flexibility possible within these regulations.

In addition to the regulations of the JCP and statutory requirements, the work of a printing organization is also bound by Bureau of the Budget directives and rules and regulations of the General Accounting Office.

III. *Other Responsibilities of Printing Officers*

Responsibility for such functions as distribution, editing, illustrating, designing forms, etc., is not, as a separate factor, credited in this standard. Some printing officer positions do, nevertheless, include responsibility for organizational units carrying out such functions. For example:

- a. An editing staff, which performs editing for the subject-matter organization, and which also provides such additional services as lay-out advice, illustrations, and cold-type composition service;

- b. A supply requirements and distribution staff which, before the manuscript is printed, may decide the quantity to be printed, and which, after it is printed, may determine and make appropriate distribution;
- c. A publications management staff which reviews the content of new and continuing publications to determine whether they need to be published, whether the content needs to be changed, etc.

There is no consistent pattern as to whether these functions are, or are not, part of the printing officer's responsibility, nor is there any consistency as to the scope and nature of such functions. Furthermore, such functions require knowledges other than the technical knowledges of printing which are distinctive of this series, and which, under most circumstances, are grade controlling in the classification of the printing officer's position.

Consequently, we have not considered these functions as intrinsic in the printing management occupation and have not specifically described them in these standards. However, there are situations in which units concerned with distribution, editing, illustrating, forms design, etc., are of such size and importance as to add materially to the management responsibility of the printing officer's position. Such a situation may be recognized and credited even though this standard does not specifically describe it. Reference must be made to the other standards involved, i.e., those for editing and writing, graphic arts, forms management, etc., and to other guidelines to determine appropriate additional recognition, if any, to be given. The mere existence of one or more additional functions will not serve to raise the grade of the printing officer position.

In any event, the presence of such functions would not change the series to which the printing officer position should be classified. The requirement of technical printing knowledges is considered to be paramount and thus dictates classification to the Printing Management Series.

PRINTING ASSISTANT, GS-1654-05

This is the basic trainee level. Employees receive training in determining specifications for printing publications and forms; in recognizing capabilities and requirements of printing equipment as they affect publications production; in identifying qualities of different printing processes; in reviewing justifications for essentiality and legality of publications; etc. Employees may assist higher grade employees in the checking and review of large manuscripts and periodicals; they review publications to see if there are any requirements which cannot be produced on equipment available (page sizes, placement of photographs, etc.); they enter printer's instructions on the requisition form, and assure that all pages and photographs have been furnished, and are of printable quality; etc.

Employees are trained to know the available choices of printing materials, printing costs, typography, and processes for recurring publications. Employees are assigned tasks which will give them a working knowledge of the legal and regulatory limitations on printing. They become familiar with the printing regulations of the organization and department and of the Joint Committee on Printing (JCP).

Employees may contact members of the organization's printing plant or the Government Printing Office or one of its branches for routine information as to completion dates, receipt of manuscripts, etc.

Supervision and guidance received. -- Employees receive complete, specific instructions with each assignment. All work is reviewed in detail and an evaluation of the results is made for the purpose of measuring competence and capacity to perform more difficult assignments.

PRINTING ASSISTANT, GS-1654-07

Characteristic of work at this level is (1) determining printing specifications, establishing printing schedules, and making cost estimates for generally standardized publications and forms, involving few printing problems, typically in a continuing training program; or (2) serving as an advanced trainee and participating in limited staff duties as part of a training program.

Nature and variety of work. --

1. In procurement work, a printing assistant at this level determines printing specifications for a variety of less complex publications and forms.
 - a. Generally, the publications to be distributed and used outside the department have standardized specifications based on established department printing practices, and the printing assistant at this level is concerned with verifying the recommendations of the editor/writer, determining the appropriate printing plant to be used based on his knowledge of the printing capabilities of the various printing plants available, and

working with the printing plant staff to schedule production to most economically meet the distribution requirements.

- b. For publications to be distributed and used within the department, the printing assistant makes a wider variety of determinations regarding kind of paper, size of the publication, appropriate binding, use of color, etc., and may have to negotiate with the editor/writer to obtain acceptance of changes necessitated by consideration of the capabilities of the printing plants available to do the work, or necessitated by department policy, or by consideration of the available printing allotment. However, when the printing assistant at this level cannot reach a mutually satisfactory agreement with the editor/writer on specifications such as use of unusual binding, layout which involves an unusual number of photographs, new use of color, or other specifications which will add substantially to the cost of the printing, he refers the problem to his supervisor for decision.
2. A printing assistant at this level may also be assigned as an assistant to a higher grade printing specialist, as part of a training plan in which he learns the complexities of printing production and gains knowledge of developments in the printing industry. He gathers information for studies of printing equipment and production, drafts preliminary correspondence to field printing plants regarding their requests for new equipment, and reviews reports from field printing plants for inconsistencies with previous reports.

Supervision and guidance received. -- Specifications for recurring publications and standard forms are reviewed on a spot-check basis, or if an editor/writer raises objections. The supervisor is available to answer questions, and will not normally examine requisitions unless the employee brings them to his attention. The printing assistant is expected to work within the established legal and regulatory controls for printing. Where he assists a higher grade employee in continuing studies, his work is closely reviewed. As an integral part of the training program, a continuing, overall review is made of his competence and capacity to perform more difficult assignments.

PRINTING SPECIALIST, GS-1654-09

PRINTING OFFICER, GS-1654-09

Characteristic of work at this level is (1) determining printing specifications, establishing printing schedules, and estimating costs for procurement of a wide variety of printing services from several sources, (2) assisting higher grade specialists in performing printing plant inspections, reviewing equipment needs, etc., (3) managing a small printing production plant providing printing services of a limited variety and complexity.

Printing Specialist

Nature and variety of work. -- Typically, a printing specialist at this level performs duties similar in scope and complexity to one of the following:

1. Under the supervision of the head of the printing procurement program a Printing Specialist GS-9, determines printing specifications for the procurement of a wide variety of printing services from the Government Printing Office and/or commercial printing sources. Most of the printing problems and projects are similar to those previously encountered by the printing organization, and for which some precedent has been established. The printing specialist establishes schedules which will be followed for recurring publications and which will require timely actions by the editor/writer staff of the subject-matter organization, by the printing specialist, and by the staff of the printing plant. He keeps up-to-date on the capabilities of the printing plants used by the organization for the purpose of making economical changes in printing schedules when adjustments are required for higher priority printing.

He estimates costs of printing jobs and reviews bills received from printing plants for discrepancies in charges, requesting changes from the printing plants where appropriate. He provides advice to the editor/writer in the subject-matter organization in developing and planning layouts of volumes, schedules, tables and illustrative material. He suggests alternative printing techniques which will provide attractive yet economical presentations of the printed matter for the reader audience concerned and which may be satisfactorily substituted for the use of expensive layouts, the excessive use of illustrations and photographs, or the use of more than one color. Most printing does not require the use of more than one color although two color printing is procured occasionally. He keeps up-to-date on the printing requirements of the subject-matter organization in order to provide the fastest and most economical service to it.

2. A Printing Specialist GS-9, using a substantial knowledge of the capabilities of various printing equipment and processes, works with a higher-grade printing specialist on projects which require review of printing equipment needs for a department having field printing plants; makes recommendations as to the justifiability of requests for new equipment; reviews periodic reports from field printing plants to identify production problem areas such as under-utilization of equipment, the printing of non-authorized material, etc., and assists a higher grade specialist in the inspection of field printing plants. He may also, either in addition to performing one or more of the previous functions, or on a substantially full time basis, review requests for publication of new series of periodicals or publications, recommending to the supervisor whether the purpose of the publication meets legal and regulatory requirements, and whether the format, design, etc., meets the requirements for a sound and economical use of the organization's printing facilities and/or funds.

The printing specialist at this level must be able to establish and maintain effective relations with the staff of the Government Printing Office and with commercial printers who have contracted to perform printing services for the printing organization. He must be able to work effectively with the editors/writers of the subject-matter organizations. This may involve persuading them to accept printing jobs with minor flaws, and encouraging them to meet production deadlines established by the printing plant concerned.

Supervision and guidance received. -- Procurement work is unreviewed unless problems are identified by either the incumbent or the editor/writer. The supervisor exercises administrative control through review of production rate and review of user satisfaction. Recommendations that are made in connection with projects are reviewed for conformance with department policy and practice. The printing specialist is expected to work independently in gathering all information necessary to arrive at his recommendations, without reference to his supervisor until the project is finished.

Printing Officer GS-9 --Type A

Nature and variety of work

The Type A printing officer at this level characteristically provides printing services and manages a small printing production plant serving an organization which has printing requirements of a limited variety and complexity. The publications to be printed are usually recurring with few changes in specifications, i.e., cut sheets, small pamphlets with standard binding, publications which seldom contain photographs, publications of standard format for internal use of the organization, and publications which contain little or no color printing.

Problems in determining whether material may be legally printed are few since the scope of printing authority of the plant is limited by higher echelons. The more complex and varied printing is procured by higher echelons. Operation of the printing service is limited by the rules and requirements of the JCP, of the Department, and in some instances an intervening higher organizational segment in terms of (1) equipment availability, and therefore what printed product can be produced and (2) what work will be obtained from commercial sources.

The printing officer must work effectively with users, tactfully advising them when particular publications may not be printed at Government expense. He provides them with information as needed concerning printing requirements and limitations; encourages them to accept a particular printed product which may not meet their initial desires; and adjusts complaints of those users who are not satisfied with the speed of printing service provided.

There is limited responsibility for giving advice regarding printing alternatives because (1) there are only a small number of editors/ writers utilizing the services of the plant, and (2) their printing needs change infrequently.

A printing production program characteristic of this level may be one requiring from 15-35 wage board employees engaged in producing the printed product and a few Classification Act employees who are engaged in explaining printing requirements to customers; scheduling work into the plant; determining whether the material received may legally be printed at Government expense; determining whether the plant is capable of producing the publication involved or whether it must be obtained from commercial sources; and producing the printed product. Production problems are few, and scheduling deadlines are such that if they cannot be met in the regular work day, they are either postponed or the work is done on overtime, and the customers are charged the higher rates. Alternative production arrangements are usually not made. The printing officer is usually responsible for allotment planning and for the selection of personnel

for the organization. He or a member of his staff may provide occasional editing and illustrating assistance to members of the subject-matter organization.

Supervision and guidance received. -- Administrative control is exercised by a supervisor who usually does not have a knowledge of printing regulations, capabilities, etc. Technical printing guidance is received from the department or next higher organizational segment's printing staff through telephone contacts, assistance visits, inspections, reports, regulations, etc. The printing officer's work is evaluated in terms of user satisfaction and compliance with legal and regulatory controls over printing. The scope of operation is circumscribed by department decisions regarding size of printing plant, kind of equipment authorized, and identification of other sources for procurement of more complex printing services.

PRINTING SPECIALIST, GS-1654-11

PRINTING OFFICER, GS-1654-11

Characteristic of this level is responsibility for performing as a technical specialist, work in an area such as printing contracting, printing equipment, or printing standards. Also at this level is the printing officer who manages a medium sized printing production plant which provides printing services of the variety and complexity described below, and, in addition, who procures printing from the Government Printing Office, another Government agency's printing plant, and/or commercial sources. Performance of duties at this level requires a wider and a more intensive knowledge of the capabilities of printing equipment and printing plants than that required at grade GS-9, and requires the ability to effectively represent the Government in negotiations with commercial printing firms.

Printing Specialist

Nature and variety of work. -- Typically, the printing specialist at this level works under the direction of the printing officer for the organization. Examples of the types of assignments include:

1. Writing the specifications, drafting contracts, reviewing bids and determining acceptable bidders for printing service contracts let annually for field printing.
2. Developing standards for various printing operations, processes, and products, for use and guidance of the organization's field printing plants.
3. Making technical recommendations for purchase of new equipment for field printing plants, which are reviewed only or policy considerations.
4. Conducting, as directed, inspections of field printing plants to review utilization and operation of equipment and processes; serving as an authoritative source of technical and administrative information and assistance to the staff of the plant and the users of that

plant; and making special reports to the head of the organization administratively responsible for the printing plant, describing problems found and recommending corrective action.

5. Studying the organization's publications to identify those which can be more effectively printed by new methods, utilizing knowledge of the latest developments in printing equipment, processes, and techniques, and preparing the instructions to implement changes for the guidance of the subject-matter organization and/or printing plants affected by the changes.
6. Contributing to the development and testing of new printing equipment or the major modification of existing printing equipment and processes by rendering technical assistance and advice on a regular basis on the capabilities of printing equipment, processes, and techniques used in the printing industry, on the capabilities of printing equipment, processes, and techniques used in the department's printing organization, and on the requirements of publications presently produced or procured by the department's printing organization.
7. Identifying potential problem areas in the reports from the field printing plants concerning printing production, printing equipment utilization, and printing costs; obtaining clarification and/or justification from the printing plant managers and reviewing such reports for sufficiency; preparing the department's consolidated report to the JCP.

The printing specialist must deal effectively with a wide range of people at all levels, i.e., members of the printing organization, personnel of the subject-matter organizations, personnel in commercial printing firms. He must explain legal and regulatory limitations; persuade managers of printing operations to correct any deficiencies found; obtain factual information as to the capabilities and productive capacities of commercial firms bidding for printing contracts; and negotiate favorable terms for printing contracts with commercial firms.

Supervision and guidance received. -- The printing specialist's recommendations are expected to be technically correct. The supervisor reviews the work for conformance with administrative considerations and funding limitations. The effectiveness of his inspection of field printing plants is determined by review of his written inspection reports, and by the reaction and compliance of the organization inspected.

Printing Officer GS-11 -- Type A

Nature and variety of work. -- Typically, at this level, in addition to directing a medium size printing production plant (typically 45-70 wage board employees and a few Classification Act employees) which provides printing services of a variety and complexity similar to that described at the GS-7 and GS-9 levels, the Type A printing officer is responsible for procurement of printing from other sources for an organization having a requirement for printing which cannot be produced in the printing officer's printing plant.

He is responsible for drafting contracts, reviewing bids and determining acceptable bidders for printing service contracts for the subject-matter organizations serviced. He exercises a knowledge of the capabilities of the available commercial printing plants in his area in order to best utilize the funds for commercial procurement of printing. The contracts range from one time jobs for a variety of printing to annual contracts for standard printing services such as bookbinding, provision of tab cards, etc. The complexity and size of operations are such as to require a few subordinates of the GS-7 and GS-9 levels. The printing officer and his staff must keep up with the potential printing requirements of the subject-matter organizations in order to provide the fastest and most economical service to them. The printing officer is responsible for program planning within allotments, and for the selection of personnel for his organization.

Supervision and guidance received. -- Insofar as the printing plant operation is concerned, supervision and guidance are similar to that described for Printing Officer GS-9. Printing procurement contracts are reviewed on a post-audit basis by the department's printing officer.

PRINTING SPECIALIST, GS-1654-12

PRINTING OFFICER, GS-1654-12

Characteristic of this level is the printing specialist who has responsibility for part or a phase of a very large and complex printing program. Also characteristic of this level is the Type A printing officer who is responsible for managing a large printing production plant which provides a variety of printing services of the complexity described below; and the Type B printing officer who is in charge of a small printing program of limited complexity for a department or agency, and is responsible for determining printing policy, managing a printing production plant, and, in addition, representing the agency or department to the JCP.

Printing Specialist

Nature and variety of work. -- The printing specialist at this level is responsible for one or more of the following program areas as a full time activity:

1. Planning and advising on the direction and function of the field printing plants of a very large and complex printing program.
2. Studying long-range needs and recommending policy and procedures to meet these goals for a very large and complex printing program.
3. Serving, in connection with a very large and complex printing program, as the representative of the organization to the Government Printing Office and outside printing establishments and field establishments, with responsibility for expressing goals, specifying procurement needs from the printing plants, and advising field establishments in their printing operations.

4. Serving as an agency representative in dealing with several commercial printing establishments when the printing to be procured is extremely complex and requires constant liaison with the establishment(s) to insure that the agency's requirements are met. An example of extremely complex printing would be printing which involves 3 and 4 colors, and which must be very precise. The printing specialist views constantly the printing during production to insure that close register is obtained and has authority to stop production if, in his opinion, the product does not meet the agency's requirements.

In addition to the type and level of relations with others required at the GS-11 level, specialists at this level represent the agency's final position on particular procedural, procurement, program, or policy matters, and must be effective in representing the agency's needs.

Supervision and guidance received. -- The supervisor keeps the printing specialist informed of administrative considerations. The effectiveness of the specialist's planning is determined by review of directives prepared to implement those plans and by the effectiveness of agency relations with outside organizations.

Printing Officer GS-12 -- Type A

Nature and variety of work. -- The Type A printing officer at this level is typically responsible for management of a large printing production plant (typically employing from 100-165 wage board employees and a few Classification Act employees) and may, in addition, be responsible for procurement of printing from such other sources as commercial printing plants, the Government Printing Office, etc. He provides services to an organizational segment having varied printing needs. Printing is usually on a high priority basis and there are many problems in reconciling customer needs with plant capabilities. Equipment is more varied than in a small plant and the plant is capable of producing a wide variety of material which in turn increases the complexity of scheduling. The plant may provide printing service on a regular basis to outside organizations, with the resulting need for establishment of special procedures for guidance, billing, etc., of the outside organizations. Typically, there are a few Classification Act subordinates in grades GS-7, GS-9 and GS-11. Users vary from those who have little knowledge of printing specifications to those who have had extensive experience with the printing organization and who have many and varied printing jobs to be done. The printing officer is responsible for justifying his personnel, equipment, and funding needs to the head of the organizational segment and/or the printing officer of the department.

The printing officer works with members of the top level of management in encouraging them to make the most effective use of their printing funds. He advises them of the impact of printing costs and production requirements on new programs. He represents his organizational segment insofar as technical printing requirements are concerned in dealings with the next higher organizational segment. The printing officer must establish and maintain effective relationships with members of the Government Printing Office and with commercial printing firms in his geographical area.

Supervision and guidance received. -- Administrative control is exercised by a supervisor who usually does not have a knowledge of printing regulations, capabilities, etc. General technical

printing guidance is received from the department or next higher organizational segment's printing staff through inspections, reports, and regulations. Printing procurement contracts may be reviewed on a post-audit basis. All aspects of the program are reviewed in terms of whether effective printing service is being provided for all organizational segments concerned.

Printing Officer GS-12 -- Type B

Also at this level is the Type B printing officer who is technically and administratively responsible for a printing program for a department of independent agency having a small printing requirement (typically less than a million dollars), of a complexity as described below. Usually, the printing officer will also have responsibility for management of a printing production plant. He is responsible for formulating and issuing the printing policies for his department; for insuring the best utilization of the funds available for printing; for representing his department to the JCP; for insuring compliance with legal requirements and with the JCP's requirements relating to printing. The need for directives regarding printing policies and procedures is limited since the users of the department's printing service are few in number and their needs change infrequently.

The complexity of the material to be printed is limited in that most of the material has an established standardized format, and precedents for specifications, scheduling, and production are available. Typically, most of the printing is in black and white although there may be occasional work in one or two colors.

Generally, the department's printing is obtained from the Government Printing Office and the department's own plant, although some may be obtained through commercial sources.

Administrative, policy, and management controls are exercised usually by the representative of the head of the department who is responsible for administration or for support or service functions. The scope, limitations, and objectives of the program are subject to approval. Supervisory control over the work is exercised through consultation, evaluation of the effectiveness of the printing program, and through review of surveys and reports made by the JCP, and by management support activities within the department.

The printing officer represents the head of the department in requesting approval for new projects and changes in regulations and in negotiating exceptions from normal requirements of the JCP. In his capacity as the controller of printing for his department, he deals with high level members of the department in explaining the requirements and appropriateness of the printing controls.

PRINTING OFFICER, GS-1654-13

Characteristically, a Printing Officer GS-13, is the printing officer responsible for managing a very large printing production plant which provides a variety of printing services of the complexity described below.

Also typical of this level is the printing officer who is in charge of a large printing program for a department or agency, and is responsible for determining printing policy, managing printing production plants and, in addition, representing the agency or department to the JCP.

NOTE: The printing programs of some departments or agencies may be so organized that there is no position at the department level providing policy direction and control for lower echelons, and positions similar to the above may operate at an echelon lower than the department or agency, i.e., bureau level.

Printing Officer GS-13 -- Type A

Nature and variety of work. -- The Type A printing officer at this level is typically responsible for management of a very large printing production plant (typically employing 200-300 Class Act and wage board employees) who may, in addition, be responsible for procurement of printing from other sources. The variety of printing produced by his plant is typical of that described at the Printing Specialist GS-9 level. The organizational segment served may have subject-matter organizations located in several states requiring special procedures to provide effective service. He must keep up to date on the printing requirements of the subject-matter organizations in order to provide the fastest and most economical services to them.

His contacts with editors/writers are complicated by the need for continued education of users because of personnel turnover in the subject-matter organizations and because of geographical dispersion of users and contractor printing sources. Production scheduling and control of quality of printing are difficult because of this dispersion. Billings is complicated by the variety of printing processes for which costs must be separately allocated and the varying methods of obtaining reimbursement from customers with diverse accounting systems. These and similar complications typically result in the need for a number of Class Act subordinates in grades GS-9, 11 and 12. Operation of the printing service is limited by rules and requirements set forth by the JCP and by the department, in terms of (1) equipment availability, and therefore what printed product can be produced, and (2) what work will be obtained from commercial sources. To the extent that procedures and instructional material must be developed locally, they are typically developed with little deviation from well-established criteria or guides.

Supervision and guidance received. -- Supervision and guidance received is similar to that described for Printing Officer GS-12, Type A.

Printing Officer GS-13 -- Type B

Also typical of this level is the Type B printing officer who is technically and administratively responsible for a printing program for a department or agency having a large printing requirement (typically involving a few million dollars), of a complexity as described below. Usually, the printing officer has responsibility for management of a printing production plant of medium size and limited complexity.

The printing officer formulates and issues printing policies, procedures, and controls affecting not only subject-matter organizations but also a few printing plants and/or duplicating facilities of the department.

He provides technical advice for these printing plants and/or duplicating facilities; recommends to the JCP the approval of establishment of new printing plants and/or duplicating facilities or the consolidation and elimination of current facilities; and conducts studies to determine adequate personnel staffing patterns for the field plants, and the kind and quantity of equipment needed. He is responsible for operation of an effective inspection and control program to assure compliance with directives of the department and of the JCP. He reviews and makes the final technical department determination as to whether requests by subordinate offices or subject-matter organizations for equipment (printing and/or duplicating) will be approved for submission to the JCP for final decision.

He is responsible for procurement of printed materials and printing services of which a substantial amount is of a complexity as described at the Printing Specialist GS-11 level. He is responsible for the review and approval of contracts for procurement of field printing, insuring that proper and economical use of commercial printing facilities has been made. He participates in policy decisions affecting the workload of the printing organization, advising management of regulatory and other requirements to be planned for in carrying out new projects.

In his participation, he serves not only as an authoritative source of advice on legal, regulatory, and procedural matters, but he also makes a substantial contribution through advice on implications of proposed management decisions with respect to the printing operations, agency printing costs, etc.

Administrative, policy, and management controls are usually exercised by the representative of the head of the department who is responsible for administration, or for support or service functions. The scope, limitations and objectives of the program are subject to approval, usually by the same person. Supervisory control over the work is exercised through consultation, evaluation of the effectiveness of the printing program, and through review of surveys and reports made by the JCP and by other management support activities within the department.

In his capacity as the controller of printing for his department, the printing officer deals with high level members of the department in explaining the requirements for and appropriateness of the printing controls. When new programs, involving large expenses for printing, are under study, the printing officer provides technical printing advice for their guidance in planning such programs.

PRINTING OFFICER, GS-1654-14

The printing officer at this level is technically and administratively responsible for a very large and complex printing program for a department or agency, typically with printing facilities established in area offices throughout the United States.

NOTE: The printing program of some departments or agencies may be so organized that there is no position at the department level providing policy direction and control for lower echelons, and positions similar to the above may operate at an echelon lower than the department or agency, i.e., bureau level.

Printing procurement is accomplished on a nationwide basis requiring a general knowledge of the capabilities of major commercial printing firms throughout the United States. The printing officer assists the JCP on special printing projects.

Printing Officer GS-14 -- Type B

Characteristically, the Type B printing officer at this level is responsible for formulating and issuing printing policies and standards within the guidance and controls established by the JCP for management of printing production plants, for procurement of printing material and printing services, and for operation of an effective inspection and control program.

The printing officer is responsible for assuring the department's compliance with the legal and JCP's requirements relating to printing. He represents his department to the JCP in obtaining approval for new projects, in negotiating exceptions and changes in regulations, and in obtaining approval of requests for equipment and new printing.

Typically, the allotment for printing is several millions of dollars (e.g., 5-6 million). The subordinate printing offices provide services similar to those described at the GS-11 and GS-12 levels. The size of the printing procurement program is such that it is a recognizable part of the production load of the Government Printing Office and frequently requires special production arrangements in order to meet department deadlines for programs requiring the printed matter. There is a continuing full-time study of new equipment and processes, not only to meet the needs of the printing plants, but also to anticipate and be prepared to meet the department's forecasted functions.

The printing officer deals with high level members of his department, and heads of bureaus in explaining the requirements and appropriateness of his printing program. When new department programs, involving large expenses for printing, are under study, the printing officer participates in the planning and provides to management officials the technical printing advice necessary for their guidance and planning.

Administrative, policy, and management controls are exercised by the representative of the head of the department who is responsible for administration, or for support or service functions. The scope, limitations and objectives of the program are subject to approval, usually by the same

person. Supervisory control over the work is exercised through consultation, evaluation of the effectiveness of the printing program, and surveys and review of reports by the JCP and by other management support activities within the department.

PRINTING OFFICER GS-1654-15

Printing Officer GS-15 -- Type B

The printing officer at this level is technically and administratively responsible for a comprehensive printing program for one of the largest departments, with printing facilities established in area offices of the department both within and outside the United States. As a recognized expert on printing, he advises high level management officials both within his department and in other departments and agencies on printing matters. The JCP requests his advice on new developments in the printing field and may utilize his staff for special studies. The printing officer represents his department on interdepartmental printing groups, and serves on joint Government committees to establish policies and procedures for the exchange of printed matter, between Governments.

Typically, the amount of the allotment for printing may be in the tens of millions of dollars. The size of the printing procurement program is such that it has a significant impact on the production load of the Government Printing Office. In addition, a large volume of printing is obtained from commercial sources under authority of GPO granted waivers and as field printing. The subordinate printing offices provide services similar to those described at the GS-11, GS-12 and GS-13 levels. Controls over the position are similar to those described at the GS-14 level.

/1/ This page is revised to reflect the change in series code from GS-1154 to GS-1654.