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## MANDATORY REFERENCE B

### ADS CHAPTER 456 PERSONNEL OPERATIONS: POSITION CLASSIFICATION

#### GUIDELINES FOR TITLING FOREIGN SERVICE SUPERVISORY POSITIONS

This guide serves to explain the use of supervisory titles in the Foreign Service. A supervisory position is one in which the incumbent supervises at least five (5) subordinates engaged in the substantive work of the organization. Included are U.S., Foreign Service National, and Third Country National personnel, both direct-hire and Personal Services Contract (provided the contract is expected to last at least two years), and Participating Agency Support Agreement personnel. For the purpose of assigning the "supervisory" designation, clerical employees and those to whom administrative and/or technical guidance is given while they are on a temporary assignment of short duration (e.g., less than one year) are not included. The above criteria for assigning supervisory titles to positions is also used for each deputy position which shares equally in the responsibility for managing an activity within a combined organizational unit, and who also assists with the supervision and evaluation of the appropriate subordinate staff. This means that an organization must include at least ten (10) subordinates engaged in the substantive non-supervisory work of the unit in order to support a supervisory title for both the head of the unit and the deputy.

Supervisory duties always include responsibility for insuring timely performance of a satisfactory amount and quality of work, and duties of reviewing work products of subordinates and accepting, amending, or rejecting work. In addition, a full supervisor is involved in most of the following duties, and may be involved in managerial assignments as well. Full supervisory duties include:

- Planning work to be accomplished by subordinates. Setting priorities and preparing schedules for completion of work;
- Assigning work to subordinates based on priorities, selective consideration of the difficulty and the requirements of the assignments, and the capabilities of employees;
- Evaluating performance of subordinates;
- Giving advice, counsel, or instruction to individual employees on both work and administrative matters;
- Interviewing candidates for positions in the unit and making recommendations for appointment, promotion, or reassignment involving such positions (as appropriate);
- Hearing and resolving complaints from employees, referring group grievances and the more serious complaints not resolved to higher level supervisors;
- Effecting minor disciplinary measures such as warning and reprimands, recommending action in more serious cases; and,
- Identifying developmental and training needs of employees, providing or making provision for

such development and training.