

Smithsonian Institution

Review of Proposed Salary Structure Assignment of Executive Positions

December 21, 2007

Review of Proposed Salary Structure Assignments of Executive Positions

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Agenda

- Background
- Proposed Decision Criteria
- Assignment of Executive Positions
- Position-by-Position Details

Background

- Historically the Smithsonian Institution (“SI”) has utilized three different pay structures for its executive positions
 - Federal executives have been on the federal pay structure
 - Trust executives have been on a Trust structure that is not constrained by federal pay limits
 - SBV executives have been on a separate SBV structure that is not harmonized with the federal salary structure
- In September the Human Resources & Compensation Committee of the Board of Regents decided that in the future SI would utilize two structures for executive positions – the Federal pay structure and a market-based structure
- In assigning executive positions to one structure or the other, the Committee decided that a Trust executive position should be on a market-based Trust structure that differs from the federal structure *only* if it meets either the “Job Family Test” or the “Federal Labor Market Test”:
 - Smithsonian is unlikely to find sufficient *bona fide* candidates in the **Federal Labor Market**
or
 - The position is in a **job family** that does not exist in a significant way in the Federal pay system
- The Committee asked Human Resources and PricewaterhouseCoopers LLP (“PwC”) to recommend structure assignments for all non-Federal executive positions
- This report outlines the criteria used by management and PwC and provides their recommendations on each non-Federal executive position

Proposed Decision Criteria

- In determining if a position meets the Federal Labor Market Test, management and PwC asked the following questions:
 - Are there federal civil service positions that share similar background requirements, required tasks and activities, scope, and impact with the Smithsonian position?
 - If no, then the position is assigned to the market-based pay structure
 - If yes, is the federal civil service position generally considered a “stepping stone” to private sector employment (e.g., SEC or IRS staff attorneys)?
 - If yes, then the position is assigned to the market-based salary structure
 - If no, then the position is evaluated in terms of the Job Family Test
- In determining if a position meets the Job Family Test, management and PwC asked the following questions:
 - Does the position’s job family exist in a significant way in the federal civil service?
 - If no, then the position is assigned to the market-based pay structure
 - If yes, consider the following factors:
 - Would the SI position be considered a traditional career progression within the federal job family, or would it represent a career change (i.e., applying existing knowledge and skills in a significantly different way to achieve significantly different objectives)? *If a career change, that would suggest consideration of the market-based structure.*
 - Are there federal civil service positions that share a preponderance of the SI position’s tasks and responsibilities? *If no, that would suggest consideration of the market-based structure*
 - Is the SI position’s scope of responsibilities significantly greater than the scope of responsibilities of federal civil service positions in the same job family? *If yes, that would suggest consideration of the market-based structure*

Analysis of Decision Criteria

Title	Federal Labor Market Test			Job Family Test				
	Are there federal civil service positions that share similar background requirements with the Smithsonian position? (No = Market)	If yes	Conclusion	Does the position's job family exist in a significant way in the federal civil service? (No ~ Market, Yes ~ Federal)	If yes, consider			Conclusion
Is the federal civil service position generally considered a "stepping stone" to private sector employment? (Yes = Market)		Would the SI position be considered a traditional career progression within the federal job family, or would it represent a career change? (Change ~ Market, Progression ~ Federal)			Are there federal civil service positions that share a preponderance of the SI position's tasks and responsibilities? (No ~ Market, Yes ~ Federal)	Is the SI position's scope of responsibilities significantly greater than the scope of responsibilities of federal civil service positions in the same job family? (Yes ~ Market, No ~ Federal)		
1 Chief Financial Officer	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
2 Chief Information Officer	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
3 Director, National Air & Space Museum	No		Market					
4 Director, National Museum of the American Indian	No		Market					
5 Director, National Museum of Natural History	No		Market					
6 Director of External Affairs	No		Market					
7 Under Secretary for Art	No		Market					
8 Under Secretary for Finance and Administration	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
9 Under Secretary for History and Culture	No		Market					
10 Under Secretary for Science	No		Market					
11 Director, Cooper-Hewitt National Design Museum	No		Market					
12 Director, Arthur M. Sackler Gallery & Freer Gallery of Art	No		Market					
13 Director, National Zoological Park	No		Market					
14 Director, National Museum of American History	Yes	No	Default to Job Family Test	Yes	Career Change	No	Yes	Market
15 Director, Smithsonian Tropical Research Institute	No		Market					
16 Director, Office of Planning, Management & Budget	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
17 Director of Communications & Public Affairs	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
18 General Counsel	Yes	No	Default to Job Family Test	Yes	Career Change	Yes	No	Federal
19 Director, Office of Facilities, Engineering and Operations	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
20 Director, Hirshhorn Museum and Sculpture Garden	No		Market					
21 Director, Smithsonian Latino Center	No		Market					
22 Director, Office of Government Relations	Yes	No	Default to Job Family Test	Yes	Career Change	Yes	No	Federal
23 Director, National Museum of African American History & C	Yes	No	Default to Job Family Test	Yes	Career Change	No	Yes	Market
24 Director, National Portrait Gallery	No		Market					
25 Margaret & Terry Stent Director, Smithsonian American Art	No		Market					
26 Treasurer	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
27 Director, Office of Human Resources	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
28 Director, Office of Facilities Planning, Finance & Admin, OF	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
29 Director, National Museum of African Art	No		Market					
30 Senior Science Advisor, Ocean Initiative, NMNH	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
31 Director of Investments	No		Market					
32 Director of Policy and Analysis	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
33 Director, Smithsonian Arts Programs Policy & Planning	No		Market					
34 Director, Center for Folklife and Cultural Heritage	No		Market					
35 Associate Director for External Relations, NMNH	No		Market					
36 Director, National Postal Museum	No		Market					
37 Director, Smithsonian Traveling Exhibition Services	No		Market					
38 Supervisory Computer Scientist	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
39 Director, Office of Project Management, OFEO	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
40 Director, Smithsonian Institution Libraries	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal

Analysis of Decision Criteria (continued)

Title	Federal Labor Market Test			Job Family Test				Conclusion
	Are there federal civil service positions that share similar background requirements with the Smithsonian position? (No = Market)	If yes		Does the position's job family exist in a significant way in the federal civil service? (No ~ Market, Yes ~ Federal)	If yes, consider			
		Is the federal civil service position generally considered a "stepping stone" to private sector employment? (Yes = Market)	Conclusion		Would the SI position be considered a traditional career progression within the federal job family, or would it represent a career change? (Change ~ Market, Progression ~ Federal)	Are there federal civil service positions that share a preponderance of the SI position's tasks and responsibilities? (No ~ Market, Yes ~ Federal)	Is the SI position's scope of responsibilities significantly greater than the scope of responsibilities of federal civil service positions in the same job family? (Yes ~ Market, No ~ Federal)	
41 Executive Director, Encyclopedia of Life, NMNH	No		Market					
42 Senior Research Biologist (Sant Chair), NMNH	No		Market					
43 Executive Secretary, Barcode of Life Consortium, NMNH	No		Market					
44 Director of Institutional Advancement, Office of Development	No		Market					
45 Deputy Director National Air & Space Museum	Yes	No	Default to Job Family Test	Yes	Career Change	Yes	No	Federal
46 Deputy Director & Chief, External Affairs, HMSG	No		Market					
47 Director, Info Technology Operations, OCIO	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
48 Deputy Director, Cooper-Hewitt National Design Museum	No		Market					
49 Special Assistant, NMNH	Yes	No	Default to Job Family Test	Yes	Career Change	Yes	No	Federal
50 Director, Behring Center Renovation Program, NMNH	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
51 Director, Technical Plans, Policy and Program Mgmt, OCIO	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
52 Director, Asian Pacific American Program	No		Market					
53 Director, The Smithsonian Associates	No		Market					
54 Director of Development Operations, Office of Development	No		Market					
55 Director, External Affairs, FSG	No		Market					
56 Associate General Counsel	Yes	No	Default to Job Family Test	Yes	Career Change	Yes	No	Federal
57 Senior Physicist/Astrophysicist/Assoc. Dir., SAO (11pos.)	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
58 Assoc. Director, Reader Svc. & Strategic Planning, S L	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
59 Inspector General	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
60 Director, Office of Sponsored Projects	No		Market					
61 Deputy Director, Office of Sponsored Projects	No		Market					
62 Director, Anacostia Community Museum	No		Market					
63 Associate Director for Museum Resources, NMAI	No		Market					
64 Director of Corporate Relations, Office of Development	No		Market					
65 Executive Director, National Science Resource Center	No		Market					
66 Deputy Director, Udvar-Hazy Center, National Air & Space	Yes	No	Default to Job Family Test	Yes	Career Change	Yes	No	Federal
67 Senior Software Engineer, OCIO	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
68 Chief of Staff to the Regents	Yes	No	Default to Job Family Test	Yes	Career Change	Yes	No	Federal
69 Senior Scientific Advisor - ITIS, NMNH	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
70 Director of Development, NASM	No		Market					
71 Director Emeritus, CHNDM	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
72 Speechwriter, Office of Public Affairs	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
73 Director Smithsonian Center for Educ. & Museum Studies	Yes	No	Default to Job Family Test	Yes	Career Change	Yes	No	Federal
74 Research Historian, NPG	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
75 Associate Director for Public Programs, NMAH	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
76 Senior Biologist, STRI	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
77 Director, Smithsonian Astrophysical Observatory	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
78 Deputy Director, Arthur M. Sackler Gallery & Freer Gallery	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
79 Director, Special Events and Protocol	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
80 Director, Archives of American Art	No		Market					

Analysis of Decision Criteria (continued)

Title	Federal Labor Market Test			Job Family Test				Conclusion
	Are there federal civil service positions that share similar background requirements with the Smithsonian position? (No = Market)	If yes	Conclusion	Does the position's job family exist in a significant way in the federal civil service? (No ~ Market, Yes ~ Federal)	If yes, consider			
		Is the federal civil service position generally considered a "stepping stone" to private sector employment? (Yes = Market)			Would the SI position be considered a traditional career progression within the federal job family, or would it represent a career change? (Change ~ Market, Progression ~ Federal)	Are there federal civil service positions that share a preponderance of the SI position's tasks and responsibilities? (No ~ Market, Yes ~ Federal)	Is the SI position's scope of responsibilities significantly greater than the scope of responsibilities of federal civil service positions in the same job family? (Yes ~ Market, No ~ Federal)	
81 CEO, Smithsonian Business Ventures	No		Market					
82 President & Publisher, Smithsonian Magazine Grp, SBV	No		Market					
83 Editor, Smithsonian Magazine, SBV	No		Market					
84 EVP, Member Services, SBV	No		Market					
85 VP and GM, Catalogue, SBV	No		Market					
86 Publisher, Smithsonian Magazine, SBV	No		Market					
87 SVP, Licensing, SBV	No		Market					
88 CFO, SBV	Yes	No	Default to Job Family Test	Yes	Career Change	Yes	No	Federal
89 General Manager, Smithsonian Magazine, SBV	No		Market					
90 Director, Store Operations, SBV	No		Market					
91 Circulation Director, Smithsonian Magazine, SBV	No		Market					
92 Director, Management Information Systems, SBV	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
93 Director, IMAX Theater, SBV	No		Market					
94 VP & GM, Video on Demand/Media Services, SBV	No		Market					
95 Marketing Director, SBV	No		Market					
96 Executive Editor, Smithsonian Magazine, SBV	No		Market					
97 Art Director, Smithsonian Magazine, SBV	No		Market					
98 Senior Editor, Smithsonian Magazine, SBV	No		Market					
99 Director of Human Resources, SBV	Yes	No	Default to Job Family Test	Yes	Career Change	Yes	No	Federal
100 Research Director, SBV	No		Market					
101 NY Sales Director, SBV	No		Market					
102 Marketing Manager, SBV	No		Market					
103 Comptroller, SBV	Yes	No	Default to Job Family Test	Yes	Career Progression	Yes	No	Federal
104 Director, On-Line Publishing Group, SBV	No		Market					

Position-by-Position Details

Chief Financial Officer - Maroni

Federal Labor Market Test:

- Federal Department and Agency CFOs (and in many cases their deputies) have the appropriate technical and managerial skills to fill this position.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position's job family exists in the Federal government in a significant way because almost every department and agency has a finance function and a CFO.
- Movement into this position from within the job family would not be considered a career change because the incumbent would apply existing finance knowledge and skills in a similar way to achieve similar objectives.
- Although SI's CFO has some areas of responsibility that do not exist in analogous Federal positions (e.g., Investments, profit-making enterprises), these responsibilities are primarily oversight-related and do not represent the majority of tasks and responsibilities. Otherwise, the SI position shares a preponderance of its tasks and responsibilities with Federal civil service positions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because many federal departments and agencies have larger and more complex finance functions.

Conclusion: Federal

Position-by-Position Details (continued)

Chief Information Officer - Speyer

Federal Labor Market Test:

- Federal Department and Agency Chief Information Officers (and perhaps their deputies) have the appropriate technical and managerial skills to fill this position.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position's job family exists in the Federal government in a significant way because almost every department and agency has an information technology function and a CIO.
- Movement into this position from within the job family would not be considered a career change because the incumbent would apply existing IT knowledge and skills in a similar way to achieve similar objectives.
- Although SI's Chief Information Officer is responsible for designing IT solutions and providing IT services to functions that generally do not exist in the federal government (e.g., development, investments, collections management etc.), the nature of the IT solutions and services are not significantly different for these functions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because many federal departments and agencies have larger and more complex IT functions.

Conclusion: Federal

Position-by-Position Details (continued)

Director, National Air & Space Museum

Director, National Museum of the American Indian

Director, National Museum of Natural History

Director, Cooper-Hewitt National Design Museum

Director, Arthur M. Sackler Gallery & Freer Gallery of Art

Director, National Zoological Park

Director, Hirshhorn Museum and Sculpture Garden

Director, National Portrait Gallery

Margaret & Terry Stent Director, Smithsonian American Art Museum

Director, National Museum of African Art

Associate Director for External Relations, National Museum of Natural History

Director, National Postal Museum

Director, Smithsonian Traveling Exhibition Services

Deputy Director & Chief, External Affairs, Hirshhorn Museum and Sculpture Garden

Deputy Director, Cooper-Hewitt National Design Museum

Director, External Affairs, FSG

Director, Anacostia Community Museum

Associate Director for Museum Resources, National Museum of the American Indian

Federal Labor Market Test:

•Positions require extensive external fundraising skills that are not generally found among museum directors and deputy directors in the federal labor market

Job Family Test:

•Not applicable

Conclusion: Market

Position-by-Position Details (continued)

Under Secretary for Art

Under Secretary for History and Culture

Under Secretary for Science

Federal Labor Market Test:

- Positions require extensive external fundraising skills that are not generally found in the federal labor market

Job Family Test:

- Not applicable

Conclusion: Market

Position-by-Position Details (continued)

Director of External Affairs

Director of Institutional Advancement, Office of Development

Director, The Smithsonian Associates

Director of Development Operations, Office of Development

Director of Corporate Relations, Office of Development

Federal Labor Market Test:

- Positions require extensive external fundraising skills that are not generally found in the federal labor market

Job Family Test:

- Not applicable

Conclusion: Market

Position-by-Position Details (continued)

Director, National Museum of American History

Director, National Museum of African American History & Culture

Federal Labor Market Test:

- The background requirements of these Smithsonian positions are similar to background requirements of directors of federally administered museums focusing on American history
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position's job family exists in the Federal government in a significant way because there are several federally administered museums focusing on American history, most of which have a director position
- Movement into this position from within the job family would be considered a career change because the scope, complexity and public prominence of the Smithsonian positions are significantly greater than most Federal positions in the job family
- Directors of federally administered American history museum share a preponderance of tasks and responsibilities with these Smithsonian positions, although the scope, complexity and public prominence of the Smithsonian positions are significantly greater
- The scope of responsibilities of this position are significantly greater than the scope of Federal civil service positions in the same job family because these Smithsonian museums are generally much larger, more complex, and more publicly prominent than federally administered American history museums

Conclusion: Market

Position-by-Position Details (continued)

Director of Smithsonian Tropical Research Institute

Executive Director, Encyclopedia of Life, National Museum of Natural History

Senior Research Biologist (Sant Chair), National Museum of Natural History

Executive Secretary, Barcode of Life Consortium, National Museum of Natural History

Federal Labor Market Test:

•While these positions are similar to many federal positions in their scientific requirements, these positions also require extensive external fundraising skills that are not generally found among science positions in the federal labor market. Without extensive fundraising, these programs would still obtain Federal support, but their efforts would be limited to what that support covers, thus compromising their missions.

Job Family Test:

•Not applicable

Conclusion: Market

Position-by-Position Details (continued)

Director, Office of Sponsored Projects

Deputy Director, Office of Sponsored Projects

Federal Labor Market Test:

- Positions require grant administration skills that are different from those generally found in the federal labor market.

Job Family Test:

- Not applicable

Conclusion: Market

Position-by-Position Details (continued)

Director, Smithsonian Latino Center

Director, Smithsonian Arts Programs, Policy & Planning

Director, Center for Folklife and Cultural Heritage

Director, Asian Pacific American Program

Executive Director, National Science Resource Center

Director, Archives of American Art

Federal Labor Market Test:

•Positions require extensive external fundraising skills that are not generally found in the federal labor market

Job Family Test:

•Not applicable

Conclusion: Market

Position-by-Position Details (continued)

Director of Investments

Federal Labor Market Test:

- Position requires extensive skills in managing a wide variety of investment strategies and asset classes including alternative investments that are not generally found in the federal labor market

Job Family Test:

- Not applicable

Conclusion: Market

Position-by-Position Details (continued)

CEO, Smithsonian Business Ventures

EVP, Member Services, SBV

VP & GM, Catalogue, SBV

SVP Licensing, SBV

Director Store Operations, SBV

Director, IMAX Theater, SBV

VP & GM, Video on Demand/Media Services, SBV

Marketing Director, SBV

Research Director, SBV

NY Sales Director, SBV

Marketing Manager, SBV

Federal Labor Market Test:

•Positions require extensive commercial retailing skills that are not generally found in the federal labor market

Job Family Test:

•Not applicable

Conclusion: Market

Position-by-Position Details (continued)

President & Publisher, Smithsonian Magazine Group, SBV

Editor, Smithsonian Magazine, SBV

Publisher, Smithsonian Magazine, SBV

General Manager, Smithsonian Magazine, SBV

Circulation Director, Smithsonian Magazine, SBV

Executive Editor, Smithsonian Magazine, SBV

Art Director, Smithsonian Magazine, SBV

Senior Editor, Smithsonian Magazine, SBV

Director, On-Line Publishing Group, SBV

Federal Labor Market Test:

•Positions require extensive commercial publishing skills that are not generally found in the federal labor market

Job Family Test:

•Not applicable

Conclusion: Market

Position-by-Position Details (continued)

Under Secretary for Finance & Administration - McNally

Federal Labor Market Test:

- There are many federal employees in administrative deputy positions with the qualifications and experience in overseeing the administrative activities in finance, IT, HR, facilities, etc. that this position requires
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position's job family exists in the Federal government in a significant way because almost every department and agency has a top administrative deputy.
- Movement into this position from within the job family would not be considered a career change because the incumbent would apply existing administration oversight knowledge and skills in a similar way to achieve similar objectives.
- Although this position has some areas of responsibility that do not exist in analogous Federal positions (e.g., investment, treasury), these responsibilities are primarily oversight-related and do not represent the majority of tasks and responsibilities. Otherwise, the SI position shares a preponderance of its tasks and responsibilities with Federal civil service positions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because many federal departments and agencies have larger and more complex administrative functions.

Conclusion: Federal

Position-by-Position Details (continued)

Director, Office of Planning, Management, and Budget - Dauer

Federal Labor Market Test:

- Federal Department and Agency budget directors have the appropriate analytical and managerial skills to fill this position.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position's job family exists in the Federal government in a significant way because almost every department and agency has an office of management and budget that often includes planning.
- Movement into this position from within the job family would not be considered a career change because the incumbent would apply existing finance knowledge and skills in a similar way to achieve similar objectives.
- This position shares a preponderance of its tasks and responsibilities with Federal civil service positions. For example, both Federal and Trust budget directors will allocate non-appropriated funds, manage revenue streams and process complex financial transactions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because many federal departments and agencies have larger scopes. Many budget directors are responsible for budgets that far exceed that of SI.

Conclusion: Federal

Position-by-Position Details (continued)

Director of Communications & Public Affairs - Lieberman

Federal Labor Market Test:

- Federal Department and Agency communications & public affairs directors have the appropriate communications and managerial skills to fill this position.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position's job family exists in the Federal government in a significant way because almost every department and agency has both communications and public affairs functions.
- Movement into this position from within the job family would not be considered a career change because the incumbent would apply existing communication and public affairs knowledge and skills in a similar way to achieve similar objectives.
- With the exception of Visitor Services, this position shares a preponderance of its tasks and responsibilities with Federal civil service positions. For example, both Federal and Trust communications directors will develop and implement communications strategies, manage public affairs activities, and serve as a media spokesperson. The Visitor Services portion of this position’s responsibilities accounts only for a small portion of the overall responsibilities.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because the scope of the communications and public affairs function is just as great in many federal departments and agencies.

Conclusion: Federal

Position-by-Position Details (continued)

General Counsel - Huerta

Federal Labor Market Test:

- Federal Department and Agency general counsels have the appropriate technical and managerial skills to fill this position.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position's job family exists in the Federal government in a significant way because almost every department and agency has a legal function.
- Movement into this position from within the job family could be considered a career change because the incumbent would be expected to interpret and apply laws that pertain to museum management, such as commercial contracts, licensing, trust law, acquisitions, etc. that otherwise would not be expected of general counsel positions found in the Federal government.
- With the exception of the museum-specific regulatory responsibilities mentioned above, this position shares a preponderance of its tasks and responsibilities (litigation, coordination of legal matters, serving as legal counsel) with Federal civil service positions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because many federal departments and agencies face more complex and publicly prominent legal issues.

Conclusion: Federal

Position-by-Position Details (continued)

Director, Office of Facilities, Engineering and Operations - Brubaker

Federal Labor Market Test:

- There are many federal employees with the qualifications and experience in facilities management and support that this position requires.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position’s job family exists in the Federal government in a significant way because other director positions that oversee facilities, operations, and engineering exist at agencies like General Services Administration, National Parks Service, Department of Interior, etc.
- Movement into this position from within the job family would not be considered a career change because the incumbent would apply existing facilities management knowledge and skills in a similar way to achieve similar objectives.
- This position shares a preponderance of its tasks and responsibilities (planning, advising, constructing, integrating, etc.) with Federal civil service positions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because many federal departments and agencies have larger and/or more complex facilities operations.

Conclusion: Federal

Position-by-Position Details (continued)

Director, Office of Government Relations - Payne

Federal Labor Market Test:

- There are many federal employees with the qualifications and experience in legislative and political affairs this position requires.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position’s job family exists in the Federal government in a significant way because there are other government relations positions that advise, coordinate and liaise with Congress and the Executive Branch with respect to legislative and political activities and programs.
- Movement into this position from within the job family could be considered a career change because the incumbent would apply existing governmental affairs knowledge, relationships and skills in a significantly different way due to SI’s quasi-governmental but independent status.
- This position shares a preponderance of its tasks and responsibilities with Federal civil service positions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because many federal departments and agencies interact with Congress and other executive departments and agencies on more complex and politically sensitive issues.

Conclusion: Federal

Position-by-Position Details (continued)

Treasurer - Anand

Federal Labor Market Test:

- There are many federal employees with the qualifications and experience in oversight and management of financial assets that this position requires.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position's job family exists in the Federal government in a significant way because almost every department and agency has a treasury function.
- Movement into this position from within the job family would not be considered a career change because the incumbent would apply existing finance knowledge and skills in a similar way to achieve similar objectives. In addition, a candidate would not need investment management experience to qualify for this position since it is responsible for the oversight of the investment function, not direct investment activities.
- This position shares a preponderance of its tasks and responsibilities (e.g., cash management, risk management, preparedness programs) with Federal civil service positions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because many federal departments and agencies have larger and more complex treasury and risk management functions.

Conclusion: Federal

Position-by-Position Details (continued)

Director, Office of Human Resources - Douglas

Federal Labor Market Test:

- Federal Department and Agency Human Resources directors have the appropriate technical and managerial skills to fill this position.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position's job family exists in the Federal government in a significant way because almost every department and agency has a Human Resources/Personnel function.
- Movement into this position from within the job family would not be considered a career change because the incumbent would apply existing human resources knowledge and skills in a similar way to achieve similar objectives.
- With the exception of HR issues specifically related to SBV and other market-based positions, this position shares a preponderance of its tasks and responsibilities with Federal civil service positions. For example, both this position and Federal HR directors develop and administer HR programs, contribute to management decisions, and communicate with unit heads in other Departments and Agencies. The SBV and market-related portion of this position’s responsibilities (e.g., issues related to market-based compensation arrangements, for-profit labor market, etc.) account only for a small portion of the overall responsibilities.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because many federal departments and agencies have more employees and similar HR programs.

Conclusion: Federal

Position-by-Position Details (continued)

Director of Facilities Planning, Finance and Administration, OFEO - Gill

Federal Labor Market Test:

- There are many federal employees with the qualifications and experience in construction and facilities project management that this position requires.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position’s job family exists in the Federal government in a significant way because other director positions that advise on aspects of facilities planning, finance, and administration exist at agencies like General Services Administration, National Parks Service, Department of Interior, etc.
- Movement into this position from within the job family would not be considered a career change because the incumbent would apply existing facilities and project management knowledge and skills in a similar way to achieve similar objectives.
- This position shares a preponderance of its tasks and responsibilities (planning, advising, contracting, programming, etc.) with Federal civil service positions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because many federal departments and agencies have larger facilities budgets than SI.

Conclusion: Federal

Position-by-Position Details (continued)

Senior Science Advisor, Ocean Initiatives, NMNH - Gagosian

Federal Labor Market Test:

- There are many federal employees with the qualifications and experience in leading marine science programs that this position requires.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position’s job family exists in the Federal government in a significant way because other marine scientists/oceanographers in senior leadership positions at agencies like the US Navy, US Marine Corp, National Oceanic & Atmospheric Administration (NOAA), etc, have the responsibility for advising and supporting research and special initiatives like the Ocean Initiative.
- Movement into this position from within the job family would not be considered a career change because the incumbent would apply existing scientific and programmatic knowledge and skills in a similar way to achieve similar objectives.
- This position shares a preponderance of its tasks and responsibilities (advising, contracting, collaborating, etc.) with Federal civil service positions. Note that this position no longer has development responsibilities; they have been reassigned to the Sant Chair position.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because marine science functions at other federal departments and agencies are equally as large and complex.

Conclusion: Federal

Position-by-Position Details (continued)

Director of Policy and Analysis - Neves

Federal Labor Market Test:

- There are many federal employees with the qualifications and experience in formulating and analyzing policies and programs that this position requires.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position's job family exists in the Federal government in a significant way because almost every department and agency has a policy analysis function.
- Movement into this position from within the job family would not be considered a career change because the incumbent would apply existing policy analysis and evaluation knowledge and skills in a similar way to achieve similar objectives.
- This position shares a preponderance of its tasks and responsibilities with Federal civil service positions. For example, both this position and Federal policy directors advise senior management based on the results of in-depth studies of programs, evaluate the effectiveness of programs and activities, and audit/assess administrative procedures to ensure effectiveness.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because many larger federal departments and agencies include a similar position.

Conclusion: Federal

Position-by-Position Details (continued)

Supervisory Computer Scientist - Burba

Federal Labor Market Test:

- Federal Department and Agency senior computer scientists have the appropriate technical and managerial skills to fill this position.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position's job family exists in the Federal government in a significant way because almost every department and agency has an information technology function.
- Movement into this position from within the job family would not be considered a career change because the incumbent would apply existing IT knowledge and skills in a similar way to achieve similar objectives.
- Although this position is responsible for providing technical direction and leadership for AIS projects to functions that generally do not exist in the federal government (e.g., development, investments, collections management etc.), the nature of the IT solutions and services are not significantly different for these functions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because many federal departments and agencies have larger and more complex IT functions.

Conclusion: Federal

Position-by-Position Details (continued)

Director, Office of Project Management, OFEO - Kolasinski

Federal Labor Market Test:

- There are many federal employees with the qualifications and experience in directing capital programs and managing construction projects that this position requires.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position’s job family exists in the Federal government in a significant way because other directors in senior leadership positions at agencies like General Services Administration, National Parks Service, Department of Interior, etc., have the responsibility for advising on all aspects of project management for design and construction, including budget, HR matters and capital program appropriations.
- Movement into this position from within the job family would not be considered a career change because the incumbent would apply existing project management knowledge and skills in a similar way to achieve similar objectives.
- This position shares a preponderance of its tasks and responsibilities (planning, budgeting, advising, establishing organizational goals, supervising teams, etc.) with Federal civil service positions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because many federal departments and agencies have larger and more complex capital budgets and construction programs.

Conclusion: Federal

Position-by-Position Details (continued)

Director, Smithsonian Institution Libraries - Gwinn

Federal Labor Market Test:

- Federal Department and Agency librarians have the appropriate specialized research and managerial skills to fill this position.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position’s job family exists in the Federal government in a significant way because other librarians in senior leadership positions at agencies like the Library of Congress, Senate Library, National Library of Medicine, etc., have the responsibility for formulating policies, program plans, and initiatives.
- Movement into this position from within the job family would not be considered a career change because the incumbent would apply existing library science knowledge and skills in a similar way to achieve similar objectives.
- This position shares a preponderance of its tasks and responsibilities (creating operations plans, ensuring efficient program implementations, managing library personnel, etc.) with Federal civil service positions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because many federal library operations are as large as SIL.

Conclusion: Federal

Position-by-Position Details (continued)

Deputy Director, National Air & Space Museum - Lopez

Federal Labor Market Test:

- There are many federal employees with the qualifications and experience in aeronautics, space science, and museum operations that this position requires.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position’s job family exists in the Federal government in a significant way because other deputy directors in aeronautics at agencies like the NASA, Department of Defense, FAA, etc, have the delegated authority and responsibility for direction and management of a space or aviation program.
- Movement into this position from within the job family could be considered a career change because the incumbent would apply existing aeronautical, historical, and project management knowledge and skills in a new way (managing the day-to-day operations of Center) to achieve different objectives (building image, generating revenue, planning finances etc.).
- With the exception of the curatorial responsibilities (e.g. exhibition, collection management, research), this position shares a preponderance of its tasks and responsibilities (planning, developing, and managing programs, cultivating new initiatives, reviewing/evaluating proposals for new programs, etc.) with Federal civil service positions. This position is not heavily involved in fundraising activities.
- The scope of responsibilities of this position is not greater than the scope of Federal civil service positions in the same job family because other federal aviation and space programs are as large and complex as NASM.

Conclusion: Federal

Position-by-Position Details (continued)

Director, IT Operations, OCIO - Vandyke

Federal Labor Market Test:

- Federal Department and Agency IT directors have the appropriate technical and managerial skills to fill this position.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position's job family exists in the Federal government in a significant way because almost every department and agency has an information technology function.
- Movement into this position from within the job family would not be considered a career change because the incumbent would apply existing IT operations knowledge and skills in a similar way to achieve similar objectives.
- Although SI's Director, IT Operations is responsible for planning and managing the day-to-day operations, maintenance, and security to functions that generally do not exist in the federal government (e.g., development, investments, collections management etc.), the nature of the IT operations and services are not different for these functions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because many federal departments and agencies have larger and more complex IT departments.

Conclusion: Federal

Position-by-Position Details (continued)

Special Assistant, NMNH - Sachs

Federal Labor Market Test:

- There are many federal employees with the qualifications and experience in visitor services that this position requires.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position’s job family exists in the Federal government in a significant way because other agencies like the Library of Congress, National Park Service, US Capital etc. manage significant guest services operations.
- Movement into this position from within the job family could be considered a career change because the incumbent would expand his/her activities beyond guest services into areas such as retail and other revenue-generating operations.
- This position shares a preponderance of its tasks and responsibilities with Federal civil service positions that focus on management of guest services operations, although some tasks and responsibilities of this position are in areas such as retail.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because many federal departments and agencies have larger guest services operations.

Conclusion: Federal

Position-by-Position Details (continued)

Director, Behring Center Renovation Program. NMNH - Inouye

Federal Labor Market Test:

- There are many federal employees with the qualifications and experience in construction/renovation oversight and project management for facilities that this position requires.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position's job family exists in the Federal government in a significant way because almost every department and agency has a construction project management function.
- Movement into this position from within the job family would not be considered a career change because the incumbent would apply existing construction/renovation project management knowledge and skills in a similar way to achieve similar objectives.
- Although this position is responsible for coordinating construction/renovation activities related to museum exhibits and programs, the nature of the activities is not different from that of construction/renovation performed on buildings and structures throughout the Federal government.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because many federal departments and agencies have larger construction budget and equally complex construction projects.

Conclusion: Federal

Position-by-Position Details (continued)

Director, Technical Plans, Policy and Program Management, OCIO – Cattaneo*

Federal Labor Market Test:

- There are many federal employees with the qualifications and experience in strategic IT planning and policy management that this position requires.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position's job family exists in the Federal government in a significant way because almost every department and agency has an information technology function.
- Movement into this position from within the job family would not be considered a career change because the incumbent would apply existing strategic IT planning, budgeting, and policy management knowledge and skills in a similar way to achieve similar objectives.
- Although this position is responsible for coordinating the development and implementation of IT policy for functions that generally do not exist in the Federal government (e.g., development, investments, collections management etc.), the nature of the coordination is not different for these functions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because many federal departments and agencies have larger and more complex IT development activities.

Conclusion: Federal

* Under 2008 pay cap of \$158,500

Position-by-Position Details (continued)

Associate General Counsel – Guttenplan*, Browne*

Federal Labor Market Test:

- Federal Department and Agency associate general counsels have the appropriate technical and managerial skills to fill this position.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position's job family exists in the Federal government in a significant way because almost every department and agency has a legal function.
- Movement into this position from within the job family could be considered a career change because the incumbent would be expected to interpret and apply laws that pertain to museum management, such as commercial contracts, licensing, trust law, acquisitions, etc. that otherwise would not be expected of associate general counsel positions found in the Federal government.
- With the exception of the museum-specific regulatory responsibilities mentioned above, this position shares a preponderance of its tasks and responsibilities (litigation, coordination of legal matters, serving as legal counsel) with Federal civil service positions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because legal functions in many federal departments and agencies manage larger and more politically sensitive legal issues.

Conclusion: Federal

* Under 2008 pay cap of \$158,500

Position-by-Position Details (continued)

Inspector General - Ryan

Federal Labor Market Test:

- Federal Department and Agency Inspector Generals have the appropriate audit and investigation skills to fill this position.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position’s job family exists in the Federal government in a significant way because other Inspector Generals at agencies like the EPA, Department of Energy, FCC, FDIC, etc. have the delegated authority and responsibility to conduct and supervise audits and investigations relating to programs and operations.
- Movement into this position from within the job family would not be considered a career change because the incumbent would apply existing audit and investigation knowledge and skills in a similar way to achieve similar objectives.
- This position shares a preponderance of its tasks and responsibilities (auditing and investigating programs and operations, reporting on findings, reviewing current and proposed legislation, etc.) with Federal civil service positions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because Inspector General functions in many federal departments and agencies handle larger, more complex, and more politically sensitive issues.

Conclusion: Federal

Position-by-Position Details (continued)

Deputy Director, Udvar-Hazy Center, National Air and Space Museum – Anderson

Federal Labor Market Test:

- There are many federal employees with the qualifications and experience in aeronautics, space science, and museum operations that this position requires.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position’s job family exists in the Federal government in a significant way because other deputy directors in aeronautics at agencies like the NASA, Department of Defense, FAA, etc, have the delegated authority and responsibility for direction and management of a space or aviation program.
- Movement into this position from within the job family would be considered a career change because the incumbent would apply existing aeronautical, historical, and project management knowledge and skills in a new way (managing the day-to-day operations of Center) to achieve different objectives (building image, generating revenue, planning finances etc.)
- With the exception of the curatorial responsibilities (e.g. exhibition, collection management, research), this position shares a preponderance of its tasks and responsibilities (planning and coordinating programs, maintaining/strengthening community and local relationships, ensuring safety, etc) with Federal civil service positions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because space and aviation functions in other federal departments and agencies have larger budgets and assets.

Conclusion: Federal

Position-by-Position Details (continued)

Senior Software Engineer, OCIO - Tran

Federal Labor Market Test:

- Federal Department and Agency senior software engineers have the appropriate technical and managerial skills to fill this position.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position's job family exists in the Federal government in a significant way because almost every department and agency has an information technology function.
- Movement into this position from within the job family would not be considered a career change because the incumbent would apply existing software engineering and development knowledge and skills in a similar way to achieve similar objectives.
- Although this position is responsible for providing expert analysis and support of large scale AIS projects to functions that generally do not exist in the federal government (e.g., development, investments, collections management etc.), the nature of the support and analysis is not different for these functions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because many federal departments and agencies have larger software development budgets and projects.

Conclusion: Federal

Position-by-Position Details (continued)

Chief of Staff to the Regents – Lapiana

Federal Labor Market Test:

- Federal Department and Agency Chief of Staff positions have the appropriate analytical, leadership and project management skills to fill this position.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position’s job family exists in the Federal government in a significant way because other Chief of Staff positions at agencies like the Armed Forces, GSA, etc., are responsible for providing input to the overall management, coordination and oversight of a Department or Agency.
- Movement into this position from within the job family would be considered a career change because the incumbent would apply existing management and leadership knowledge and skills in a new way to achieve different objectives (creating processes and best practices, facilitating communication between the Regents and Congress, serving the Executive Committee on special initiatives)
- This position shares a preponderance of its tasks and responsibilities (facilitating communication, making recommendations to the Regents) with Federal civil service positions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because many federal departments and agencies implement equally complex governance processes.

Conclusion: Federal

Position-by-Position Details (continued)

Senior Science Advisor, ITIS - Ruggiero

Federal Labor Market Test:

- There are many federal employees with the qualifications and experience in leading biology programs or institutions that this position requires.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position’s job family exists in the Federal government in a significant way because other biologists in senior leadership positions at agencies like the US Navy, US Marine Corp, National Oceanic & Atmospheric Administration (NOAA), etc, have the responsibility for representing, advising and supporting research and special initiatives like the ITIS.
- Movement into this position from within the job family would not be considered a career change because the incumbent would apply existing scientific and programmatic knowledge and skills in a similar way to achieve similar objectives.
- With the exception of its limited development responsibilities, this position shares a preponderance of its tasks and responsibilities (representing an initiative to governmental, nongovernmental & scientific organizations; conducting workshops; advancing the initiative, etc.) with Federal civil service positions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because activities at other biological research federal departments and agencies have larger scopes.

Conclusion: Federal

Position-by-Position Details (continued)

Director Emeritus, CHNDM - Pilgrim

Federal Labor Market Test:

- There are many federal employees with the curatorial qualifications and experience in interpretive art/design research that this position requires.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position’s job family exists in the Federal government in a significant way because other senior researchers/curators in positions at agencies like the Armed Forces (military museums), National Archives, and National Gallery of Art have the responsibility for conducting collection-specific research and often times publishing the results.
- Movement into this position from within the job family would not be considered a career change because the incumbent would apply existing research and curatorial knowledge and skills in a similar way to achieve similar objectives.
- This position shares a preponderance of its tasks and responsibilities (researching, publishing, leading seminars/lectures, participating in educational programs, etc.) with Federal civil service positions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because research functions in other federal departments and agencies have larger budgets and assets.

Conclusion: Federal

Position-by-Position Details (continued)

Speechwriter, Office of Public Affairs - Yahner

Federal Labor Market Test:

- There are many federal employees with the qualifications and experience in speechwriting that this position requires.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position’s job family exists in the Federal government in a significant way because other speech writers in positions at agencies like the Armed Forces, the White House, the Dept. of Energy, Dept. Of Homeland Security, etc, have the responsibility for articulating, interpreting and explaining highly complex and potentially controversial policies, programs, and research findings.
- Movement into this position from within the job family would not be considered a career change because the incumbent would apply existing speechwriting knowledge and skills in a similar way to achieve similar objectives.
- Although this position is responsible for researching laws, programs, and policies related to museums, the nature of the research is not different from that needed to write speeches for departments and agencies throughout the Federal government.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because speechwriting functions in many federal departments and agencies communicate larger, more complex, and more politically sensitive policies and programs.

Conclusion: Federal

Position-by-Position Details (continued)

Director. Smithsonian Center for Education & Museum Studies -

Federal Labor Market Test:

- There are many federal employees with the qualifications and experience in education and outreach that this position requires.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position’s job family exists in the Federal government in a significant way because other leaders in education endeavors in positions at agencies like the Department of Education, HHS, and Homeland Security have the responsibility for collaborating with heads of major educational institutions and associations to influence educational improvements and foster improvements.
- Movement into this position from within the job family could be considered a career change because the incumbent would apply existing education and outreach knowledge and skills in a new way to achieve different objectives.
- With the exception of the limited and soon-to-be-reassigned development responsibilities, this position shares a preponderance of its tasks and responsibilities (influencing educational improvements, fostering partnerships between schools and government, promoting Web-based learning, etc) with Federal civil service positions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because some education functions in other federal departments and agencies have larger budgets and assets.

Conclusion: Federal

Position-by-Position Details (continued)

Senior Biologist, STRI - Hubbell

Federal Labor Market Test:

- There are many federal employees with the qualifications and experience in tropical biological research that this position requires.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position’s job family exists in the Federal government in a significant way because other biologists in senior leadership positions at NZP, SERC and NMNH have the responsibility for initiating, developing and carrying out original research in a specific field of science..
- Movement into this position from within the job family would not be considered a career change because the incumbent would apply existing scientific and research knowledge and skills in a similar way to achieve similar objectives.
- This position shares a preponderance of its tasks and responsibilities (researching, monitoring, documenting, publishing, etc.) with Federal civil service positions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because activities at other research centers at federal departments and agencies have larger scopes.

Conclusion: Federal

Position-by-Position Details (continued)

Director, Smithsonian Astrophysical Observatory - Alcock

Federal Labor Market Test:

- There are federal employees with the qualifications and experience in leading astrophysical programs and research that this position requires, although, in general, the number of potential candidates may be low.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position’s job family exists in the Federal government in a significant way because other astrophysicists in senior leadership positions at departments like NASA and National Science Foundation have the responsibility for leading research programs, formulating program goals, and considering proposals for new research in astrology.
- Movement into this position from within the job family would not be considered a career change because the incumbent would apply existing scientific and research knowledge and skills in a similar way to achieve similar objectives.
- This position shares a preponderance of its tasks and responsibilities (directing divisions, overseeing research activities, making policy/program decisions, etc.) with Federal civil service positions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because activities at other scientific research centers at federal departments and agencies have larger scopes.

Conclusion: Federal

Position-by-Position Details (continued)

Deputy Director, Sackler Gallery and Freer Gallery - Ulak

Federal Labor Market Test:

- There are many federal employees with the curatorial and managerial qualifications and experience that this position requires.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position’s job family exists in the Federal government in a significant way because other deputy directors in positions at agencies like the Armed Forces (military museums), National Archives, and National Gallery of Art have the shared responsibility for planning, directing and managing a museum’s programs and operations and supervising curatorial staff.
- Movement into this position from within the job family would not be considered a career change because the incumbent would apply existing curatorial and managerial knowledge and skills in a similar way to achieve similar objectives.
- This position shares a preponderance of its tasks and responsibilities (leading curatorial departments, planning programs, managing operations, etc.) with Federal civil service positions. In other areas such as fund-raising, the position plays a secondary (not leading) role.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because museums in other federal departments and agencies have larger budgets and assets.

Conclusion: Federal

Position-by-Position Details (continued)

Director, Special Events and Protocol - Krakora

Federal Labor Market Test:

- There are many federal employees with the event planning qualifications and experience that this position requires.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position’s job family exists in the Federal government in a significant way because other directors in positions at agencies like the Armed Forces and National Archives have the responsibility for planning, programming, and managing special events and conferences.
- Movement into this position from within the job family would not be considered a career change because the incumbent would apply existing event planning knowledge and skills in a similar way to achieve similar objectives.
- This position shares a preponderance of its tasks and responsibilities (planning events, coordinating vendors, advising on protocols, liaising with outside groups, etc.) with Federal civil service positions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because other federal departments and agencies have larger, more high profile events with greater attendance and larger budgets.

Conclusion: Federal

Position-by-Position Details (continued)

Chief Financial Officer – SBV

Federal Labor Market Test:

- Federal Department and Agency CFOs (and in many cases their deputies) have the appropriate technical and managerial skills to fill this position.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position's job family exists in the Federal government in a significant way because almost every department and agency has a finance function and a CFO.
- Movement into this position from within the job family could be considered a career change because the incumbent could use this role to bridge to a senior finance position in the private sector.
- Although SBV’s CFO has some areas of responsibility (dealing with SBV’s for-profit nature) that do not exist in analogous Federal positions, these responsibilities are primarily oversight-related and do not represent the majority of tasks and responsibilities. Otherwise, the SBV position shares a preponderance of its tasks and responsibilities with Federal civil service positions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because many federal departments and agencies have larger and more complex finance functions.

Conclusion: Federal

Position-by-Position Details (continued)

Director, Management Information Systems, SBV - Clark

Federal Labor Market Test:

- Federal Department and Agency IT Directors have the appropriate technical and managerial skills to fill this position.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position's job family exists in the Federal government in a significant way because almost every department and agency has an information technology function.
- Movement into this position from within the job family would not be considered a career change because the incumbent would apply existing IT knowledge and skills in a similar way to achieve similar objectives.
- Although SBV’s IT Director has some areas of responsibility (dealing with SBV’s for-profit nature, such as POS platforms and inventory management systems) that do not exist in analogous Federal positions, these responsibilities are primarily oversight-related and do not represent the majority of tasks and responsibilities. Otherwise, the SBV position shares a preponderance of its tasks and responsibilities (payroll/HR systems, help desk management, etc.) with Federal civil service positions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because many federal departments and agencies have larger and more complex IT functions.

Conclusion: Federal

Position-by-Position Details (continued)

Director of HR, SBV - Moreland

Federal Labor Market Test:

- Federal Department and Agency Human Resources directors have the appropriate technical and managerial skills to fill this position.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position's job family exists in the Federal government in a significant way because almost every department and agency has a Human Resources/Personnel function.
- Movement into this position from within the job family could be considered a career change because the incumbent could use this role to bridge to a senior HR position in the private sector.
- Although SBV’s HR Director has some areas of responsibility (dealing with SBV’s for-profit nature such as incentive compensation plan design and performance evaluation) that do not exist in analogous Federal positions, these responsibilities do not represent the majority of tasks and responsibilities. Otherwise, the SBV position shares a preponderance of its tasks and responsibilities (recruitment, compensation, employee relations, organization effectiveness, etc.) with Federal civil service positions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because many federal departments and agencies have more employees and largely similar HR programs.

Conclusion: Federal

Position-by-Position Details (continued)

Controller, SBV - Cunigan

Federal Labor Market Test:

- Federal Department and Agency controllers have the appropriate technical and managerial skills to fill this position.
- In general those positions would not be considered a ‘stepping stone’ to private sector employment.

Job Family Test:

- The position's job family exists in the Federal government in a significant way because almost every department and agency has a finance function.
- Movement into this position from within the job family would not be considered a career change because the incumbent would apply existing finance knowledge and skills in a similar way to achieve similar objectives.
- Although SBV’s controller has some areas of responsibility (dealing with SBV’s for-profit nature, such as inventory management practices and retail/cost accounting practices) that do not exist in analogous Federal positions, these responsibilities do not represent the majority of tasks and responsibilities. Otherwise, the SBV position shares a preponderance of its tasks and responsibilities (overseeing disbursement functions, general ledger staffing, cash receipts, accounts receivable, etc.) with Federal civil service positions.
- The scope of responsibilities of this position are not greater than the scope of Federal civil service positions in the same job family because many federal departments and agencies have larger and more complex finance functions.

Conclusion: Federal

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