

Level 5-6 - 800 points

GS-11 Personnel Specialist positions normally represent the highest base level of work assigned in Human Resource Management Service, thus, Level 5-6 is normally credited. Where the full performance level for Personnel Specialists is not grade GS-11, a lower level must be credited for this factor.

**Factor 6 - Other Conditions**

This factor measures the extent to which various conditions contribute to the difficulty/complexity of carrying out supervisory duties, authorities, and responsibilities.

Level 6-4- 1120 points

Level 6-4 is creditable to HRMs supervising GS-11 Personnel Specialist positions in a small division/service without subordinate sections and supervisors, but which requires substantial coordination of a number of work assignments and projects. Do not consult "Special Situations" if Level 6-4 or a higher level is assigned.

Level 6-5- 1225 points

Level 6-5c. is credited to HRMs who manage work through subordinate supervisors who each direct substantial workloads comparable to the GS-11 level that requires coordination typical of Level 6-4a.

GRADE CONVERSION CHART

POINT RANGE	GRADE
3605-4050	GS-14
3155-3600	GS-13
2755-3150	GS-12

**HUMAN RESOURCES MANAGEMENT LETTER NO. 05-94-14**  
**Attachment C**

**STANDARD POSITION DESCRIPTION**

**FOR**

**VAOPC HRM**

**(GS-13)**

**I. Major Duties and Responsibilities:**

The Chief, Human Resources Management Service has full delegated authority and responsibility for the planning, direction, coordination, operation, and internal evaluation of the VA Outpatient Clinic's human resources management program. The incumbent serves as full advisor and consultant to the Director and Chief of Staff. The incumbent takes a proactive role in meeting the needs of top management and the facility.

The incumbent is involved in the overall management of the OPC as evidenced by membership and active participation on various committees, e.g., Position Management, Total Quality Management, Clinical Executive Board, Training and Development, and Administrative Executive Board.

Within the framework of governing laws and OPM and VA regulations, formulates, communicates, and implements OPC policy involving Recruitment and Placement, Position Classification and Position Management, Pay Administration, Employee Relations, Labor Relations, Employee Training and Development, and related clerical and administrative functions. Other functions include: Performance Management and Employee Recognition Programs, Facility Program Coordinator for Total Quality Management, Workforce Diversity, Drug Free Workplace Program, etc.

The Human Resource Manager (HRM) provides staff service, advice, and guidance to all management/supervisory levels on human resources management principles, techniques, and acceptable practices, as well technical advice on propriety of statutory, regulatory, and procedural requirements. Advises on the most cost effective and efficient manner in which to accomplish the facility's mission through the management of its human resources. Represents facility management as the authoritative spokesperson in dealing with individuals, groups and supervisors for the purpose of explaining and securing acceptance of the facility's views on human resources management matters. This ranges from individual case decisions to issues of a precedent setting nature.

## II. Supervisory/Managerial Factors:

### Program Scope and Effect:

The HRM directs a human resource management program that impacts the ability of the OPC to provide quality ambulatory care to veterans.

### Organizational Setting:

The HRM is directly accountable to the Director of the Outpatient Clinic who is an SES.

### Supervisory and Managerial Authority Exercised:

HRM develops short and long range plans to effectively utilize human resources to accomplish the Outpatient Clinic's mission; participates with management in strategic planning; plans, recommends, and implements programs and program changes that impact the facility. Also, performs the following: plans work to be accomplished by subordinates, sets and adjusts short-term priorities, and prepares schedules for completion of work; assigns work to subordinates based on priorities, selective consideration of the difficulty and requirements of assignments, and the capabilities of employees; evaluates work performance of subordinates; gives advice, counsel, or instruction to employees on both work and administrative matters; interviews candidates for positions in the unit; makes appointments, promotions, or reassignments to positions within the Service; hears and resolves complaints from employees; effects minor disciplinary measures, such as admonishments and reprimands; recommends suspensions and removals when deemed necessary; identifies developmental and training needs of the Service and arranges training; finds ways to improve production and increase quality of work directed; and develops performance standards.

### Personal Contacts

#### a. Nature of contacts

In addition to contact with employees within the Service and the facility, the HRM has regular and recurring contact with all levels of management, members of the general public, local unions, and program staff in VACO.

#### b. Purpose of contacts

Contacts are to acquire and provide information, plan and coordinate policies, program, procedures, advise manage, facilitate resolution of disputes, interpret and analyze human resources management laws, rules, procedure, management; and serve as management's principal representative with labor union.

**Difficulty of Typical Work Directed:**

The HRM supervises the following:

- 3 Personnel Management Specialists, GS-201-11
- 1 Personnel Assistant, GS-203-6
- 1 Personnel Clerk, GS-203-5
- 1 Secretary, GS-318-5

GS-11 best characterizes the nature of the work directed and it represents more than 25% of the workload of the Service.

**Other Conditions**

The work requires substantial coordination and integration of GS-11 level assignments in the human resources management program. The Service is organized around a generalist concept, with each specialist responsible for providing a full range of human resources management advice and services to a segment of the facility's employees and managers.

**III. HUMAN RESOURCE MANAGEMENT FACTORS**

**Factor 1 The Program Environment**

**Element 1 Level of Authority and Responsibility**

HRM directs an operating level program with full delegated authority for human resource management at the facility.

**Element 2 Size of Workforce**

At the present time, the workforce consists of 289 employees.

**Element 3 Other Environmental Elements**

**a. functional coverage of the program**

The Human Resources Management program includes: recruitment and placement; position classification and position management; salary and wage administration; employee relations; labor relations; employee training and development; safety and occupational health; DOD/VA partnership; performance and employee recognition; Workforce Diversity, TQM; Drug Free Workplace; and Employee Health and Wellness.

b. purpose of contacts

Contacts are to acquire and provide information, plan and coordinate policies, program, procedures, advise management, facilitate resolution of disputes, interpret and analyze human resources management laws, rules, procedure, management; and serve as management's principal representative with labor union.

Difficulty of Typical Work Directed:

The HRM supervises the following:

- 3 Personnel Management Specialists, GS-201-11
- 1 Personnel Clerk, GS-203-5
- 1 Secretary, GS-318-5

GS-11 best characterizes the nature of the work directed and it represents more than 25% of the workload of the Division.

Other Conditions

The work requires substantial coordination and integration of GS-11 level assignments in the human resources management program. The Division is organized in a generalist system with program responsibility.

**III. HUMAN RESOURCE MANAGEMENT FACTORS**

Factor 1 The Program Environment

Element 1 Level of Authority and Responsibility

HRM directs an operating level program with full delegated authority for human resources management at the facility.

Element 2 Size of Workforce

At the present time, the workforce consists of 200 employees.

Element 3 Other Environmental Elements

**a. functional coverage of the program**

The Human Resource Management program includes: recruitment and placement; position classification and position management; pay administration; employee relations; labor

relations; employee training and development; DOD/VA partnership; management analysis; performance and employee recognition; TQM; Workforce Diversity, Drug Free Workplace; and Employee Health and Wellness.

**b. variety and technical complexity of occupations**

There are 50 occupational series serviced by the human resources management division. They consist of mostly administrative occupations with some professional, technical, and clerical employees.

**c. organizational complexity and stability**

The HRM works in a fairly stable organization where reorganizations are not uncommon as they do occur as a result of CO direction or local management decisions. The Regional Office's organizational structure consists of several divisions whose activities are clearly distinguishable.

**d. servicing organizations under separate management controls**

The human resources management staff provides services to the following organizations that are under separate management controls: District Counsel, DOD Partnership, Inspector General, and Veterans Center.

**e. intermingling of workforce**

The HRM services a facility that involves the intermingling of Title 5 and a few WG employees.

**f. dispersion**

The regional office and Veteran Center are located at separate locations within the metropolitan area.

**g. isolation**

The RO is located in a metropolitan area with an adequate labor market for the majority of the positions. Normally, the human resources management office does not experience recruiting difficulties due to isolation.

**h. missions which place exceptional demands**

The responsibility for directing a human resources management program in a benefit setting does not create unusual demands on the human resources management staff.

**i. complexity imposed by labor relations activities**

The RO has one bargaining unit that includes the majority of employees at the facility. The HRM generally meets with union officials on a regular basis. These meetings may range from discussions on planned human resource policy to resolving informal complaints before they reach the formal stage. Issues and solutions are typically not clear-cut and may take a great deal of skillful informal negotiations to resolve.

**Factor 2 Operational Character of the Human Resources Management Program**

The human resources management program extends beyond the basic regulatory requirements and maintenance to a proactive approach toward the accomplishment of management's goals and objectives through the effective management of its resources.

**III. Other Significant Facts**

(Describe any significant facts not mentioned elsewhere in the position description.)

**HUMAN RESOURCES MANAGEMENT LETTER NO. 05-94-14  
Attachment E**

**STANDARD POSITION DESCRIPTION**

**FOR**

**VAMROC HRM**

**(GS-13)**

**Major Duties and Responsibilities:**

The Chief, Human Resources Management Service has full delegated authority and responsibility of the planning, direction, coordination, operation, and internal evaluation of the VA Medical and Regional Office Center's (VAMROC) Human Resources Management program. The incumbent serves as full advisor and consultant to the Center Director, Associate Director and the Chief of Staff (VHA), and the Assistant Director (VBA). The incumbent takes a proactive role in meeting the needs of top management and the facility.

The incumbent is involved in the overall management of the VAMROC as evidenced by membership and active participation on various committees, i.e., Administrative Executive Board, Medical Center Resources Board, Education Committee Executive Steering Committee for Total Quality Improvement and the Quality Council. Participates with top management in the facility's annual budget hearings to review requests and allocate funding to all VHA control points and determine authorized FTEE.

Formulates, communicates, and implements VAMROC policy involving Recruitment and Placement; Position Classification and Position Management; Pay Administration; Employee Relations; Labor Relations, Employee Training and Development; and related support and administrative functions. Other functions include DOD/VA Partnerships; management analysis program for the facility; Performance Management and Employee Workforce Diversity, Recognition Programs; Facility Program Coordinator for Total Quality Management; Drug Free Workplace Program; Employee Health and Wellness Programs, etc.

Human Resources Manager provides staff service, advice, and guidance to all management/supervisory levels on human resources management principles, techniques, and acceptable practices, as well technical advice on propriety of statutory, regulatory, and procedural requirements. Advises on the most cost effective and efficient manner in which to accomplish the facility's mission through the management of its human resources. Represents facility management as the authoritative spokesperson in dealing with individuals, groups, supervisors; for the purpose of explaining and securing acceptance of the decisions to those of a precedent setting nature.

## II. Supervisory/Managerial Factors:

### Program Scope and Effect:

HRM directs a human resources management program that impacts the VAMROC ability to provide quality health care and benefits services for the entire State. The incumbent provides services to the Medical Center, Regional Office, District Counsel's Office, and Veterans Center.

### Organizational Setting:

HRM is accountable to the Associate Director of the Medical Center and the Assistant Director of the Regional Office. Line supervisory control is exercised by the Associate Director, who reports directly to the SES Director of the VAMROC.

### Supervisory and Managerial Authority Exercised:

HRM develops short and long range plans to effectively utilize human resources to accomplish the Center's mission; participates with management in strategic planning; plans, recommends, and implements programs and program changes that impact the facility. Also, performs the following: plans work to be accomplished by subordinates, sets and adjusts short-term priorities, and prepares schedules for completion of work; assigns work to subordinates based on priorities, selective consideration of the difficulty and requirements of assignments, and the capabilities of employees; evaluates work performance of subordinates; give advice, counsel, or instruction to employees on both work and administrative matters; interviews candidates for positions in the unit; makes appointment, promotion, or reassignment to positions within the Service; hears and resolves complaints from employees; effects minor disciplinary measures, such as admonishments and reprimands; recommends suspensions and removals when deemed necessary; identifies developmental and training needs of the Service/Division and arranges training; find sways to improve production and increase quality of work directed; and develops performance standards.

### Personal Contacts

#### a. nature of contacts

In addition to contact with employees within the Service and the facility, the HRM has regular and recurring contact with all levels of management, members of the general public, local unions, and program staff in Area Offices and VACO.

b. purpose of contacts

Contacts are to acquire and provide information, plan, and coordinate policies, program, procedures, advise manage, facilitate resolution of disputes, interpret and analyze human resources management laws, rules, procedures, management; and serve as management's principal representative with labor union.

Difficulty of Typical Work Directed:

The HRM supervises the following:

- 6 Personnel Management Specialists, GS-201-11
- 2 Personnel Clerks, GS-203-5
- 1 Personnel Actions Clerk, GS-203-5
- 1 Secretary, GS-318-5

GS-11 best characterizes the nature of the work directed and it represents more than 25% of the workload of the Service.

Other Conditions

The work requires substantial coordination and integration of GS-11 level assignments in the human resources management program. The Service is organized in a generalist system with program responsibility.

**III. HUMAN RESOURCES MANAGEMENT FACTORS**

Factor 1 The Program Environment

Element 1 Level of Authority and Responsibility

HRM directs an operating level program with full delegated authority for human resource management at the facility.

Element 2 Size of Workforce

At the present time, the workforce consists of 489 employees.

Element 3 Other Environmental Elements

**a. functional coverage of the program**

The Human Resources Management program includes: recruitment and placement; position classification and position management; pay administration; employee relations; labor relations;

employee training and development; DOD/VA partnership; management analysis; performance and employee recognition; TQM; Workforce Diversity, Drug Free Workplace; and Employee Health and Wellness.

**b. variety and technical complexity of occupations**

There are 100 occupational series serviced by the human resources management staff. They consist of professional, administrative, research, technical, and clerical positions.

**c. organizational complexity and stability**

The HRM works in a fairly stable organization that undergoes internal realignment on an occasional basis. Due to the nature of the facility (combined regional office and medical center) the organizational structure is somewhat complex.

**d. servicing organizations under separate management controls**

The human resources management staff provides services to the following organizations that are under separate management controls: District Counsel, DOD Partnership, and Veterans Center.

**e. intermingling of workforce**

The HRM services a facility that involves the intermingling of Title 5, Title 38, Hybrid Title 38, WG, NAF, Residents/Interns, and Consultants and Attendings. Intermingling of the facility's employees with the military medical center engaged in a partnership agreement with the VAMROC also impacts the human resources management program.

**f. dispersion**

The regional office, medical center, and the Veteran Center are located at separate locations within the metropolitan area.

**g. isolation**

The VAMROC is located in a metropolitan area with an adequate labor market for the majority of the positions. However, some specialty categories and hard to recruit for position, i.e. physicians, physical therapists create recruiting difficulties.

**h. missions which place exceptional demands**

The responsibility for directing an human resources management program in an environment that operates on a 24hr./7 day a week basis and a benefit setting places considerable demands on the staff.

**i. complexity imposed by labor relations activities**

The VAMROC has two bargaining units that comprise the majority of employees at the facility. The HRM generally meets with union officials on a regular basis. These meetings may range from discussions on planned human resource policy to resolving informal complaints before they reach the formal stage. Issues and solutions are typically not clear-cut and may take a great deal of skillful informal negotiations to resolve.

**Factor 2 Operational Character of the Human Resources Management Program**

The human resource management program extends beyond the basic regulatory requirement and maintenance to a proactive approach toward the accomplishment of management's goals and objectives through the effective management of its resources.

**III. Other Significant Facts**

(Describe any significant facts not mentioned elsewhere in the position description.)

**HUMAN RESOURCES MANAGEMENT LETTER NO. 05-94-14**  
**Attachment F**

**STANDARD POSITION DESCRIPTION**

**FOR**

**VAMC HRM**

**(GS-13)**

**Major Duties and Responsibilities:**

The Chief, Human Resources Management Service has full delegated authority and responsibility for the planning, direction, coordination, operation, and internal evaluation of the VA Medical Center's (VAMC) Human Resources Management program. The incumbent serves as full advisor and consultant to the Center Director, Associate Director and the Chief of Staff. The incumbent takes a proactive role in meeting the needs of top management and the facility.

The incumbent is involved in the overall management of the VAMC as evidenced by membership and active participation on various committees, e.g., Administrative Executive Board, Medical Center Position Management, Training and Development, Clinical/Executive Board, Total Quality Improvement and the Quality Council. Participates with top management in the facility's annual budget hearings to review requests and allocate funding to all VHA control points and determine authorized FTEE.

Formulates, communicates, and implements VAMC policy involving Recruitment and Placement; Position Classification and Position Management; Pay Administration; Employee Relations; Labor Relations, Employee Training and Development; and related support and administrative functions. Other functions include; Performance Management and Employee Recognition Programs; Facility Program Coordinator for Total Quality Management; Drug Free Workplace Program; Workforce Diversity, Employee Health and Wellness Programs, etc.

Human Resource Manager provides staff service, advice, and guidance to all management/supervisory levels on human resources management principles, techniques, and best management practices, as well technical advice on statutory, regulatory, and procedural requirements. Advises on the most cost effective and efficient manner in which to accomplish the facility's mission through the management of its human resources. Represents facility management as the authoritative spokesperson in dealing with individuals, groups, supervisors, the purpose of explaining and securing acceptance of the facility's views on human resources management matters. This ranges from individual case decisions to those of a precedent setting nature.

## II. Supervisory/Managerial Factors:

### Program Scope and Effect:

HRM directs a human resource management program that promotes the ability of the VAMC to provide quality health care services. The incumbent provides services to this medium sized medical center which includes a Veteran Center; small research program assigned 6.5 FTE; and a medical school affiliation, which consists of 5 slots and generates approximately 20 residents per year.

### Organizational Setting:

HRM is accountable to the Associate Director of the Medical Center, who exercises line supervisory control. The Associate Director reports directly to the SES Director of the VAMC.

### Supervisory and Managerial Authority Exercised:

HRM develops short and long range plans to effectively utilize human resources to accomplish the Center's mission; participates with management in strategic planning; plans, recommends, and implements programs and program changes that impact the facility. Also, performs the following: plans work to be accomplished by subordinates, sets and adjusts short-term priorities, and prepares schedules for completion of work; assigns work to subordinates based on priorities, selective consideration of the difficulty and requirements of assignments, and the capabilities of employees; evaluates work performance of subordinates; gives advice, counsel, or instruction to employees on both work and administrative matters; interviews candidates for positions in the unit; make appointments, promotions, or reassignments to positions within the Service; hears and resolves complaints from employees; effects minor disciplinary measures, such as admonishments and reprimands; recommends suspensions and removals when deemed necessary; identifies developmental and training needs of the Service and arranges training; finds ways to improve production and increase quality of work directed; and develops performance standards.

### Personal Contacts

#### a. nature of contacts

In addition to contact with employees within the Service and the facility, the HRM has regular and recurring contact with all levels of management, members of the general public, local unions, and program staff in VACO.

### Purpose of contacts

The contacts are to acquire and provide information, plan and coordinate policies, program, procedures, advise manage, facilitate resolution of disputes, interpret and analyze human resources management laws, rules, procedure; and serve as management's principal representative with labor union.

### Difficulty of Typical Work Directed:

The HRM supervises the following:

- 1 Assistant Human Resources Manager or Senior Personnel Management Specialist, GS-201-12
- 5 Personnel Management Specialists, GS-201-11
- 1 Personnel Management Specialist GS-201-9
- 4 Clerical and Technical Support Personnel, GS-5-7

GS-11 best characterizes the nature of the work directed and it represents more than 25% of the workload of the Service.

### Other Conditions

The work requires substantial coordination and integration of GS-11 level assignments in the human resources management program. The Service is organized in a generalist system with program responsibility.

## **III. HUMAN RESOURCE MANAGEMENT FACTORS**

### Factor 1 The Program Environment

#### Element 1 Level of Authority and Responsibility

HRM directs an operating level program with full delegated authority for human resources management at the facility.

#### Element 2 Size of Workforce

At the present time, the workforce consists of 1350 employees.

### Element 3 Other Environmental Elements

#### **a. functional coverage of the program**

The Human Resources Management program includes: recruitment and placement; position classification and position management; pay administration; employee relations; labor relations; employee training and development; performance and employee recognition; TQM; Drug Free Workplace; Workforce Diversity; and Employee Health and Wellness program.

#### **b. variety and technical complexity of occupations**

There are 150 occupational series serviced by the human resources management service. They consist of professional, administrative, research, technical, and clerical positions.

#### **c. organizational complexity and stability**

The HRM works in a fairly stable organization that undergoes internal realignment on an occasional basis. Due to the nature of the facility the organizational structure is somewhat complex.

#### **d. servicing organizations under separate management controls**

The human resources management staff provides services to the following organizations that are under separate management controls: the Veterans Center.

#### **e. intermingling of workforce**

The HRM services a facility that involves the intermingling of Title 5, Title 38, Hybrid Title 38, WG, AF, Residents/Interns, and Consultants and Attendings.

#### **f. dispersion**

The medical center and the Veteran Center are located at separate locations within the metropolitan area.

#### **g. isolation**

The VAMC is located in a suburban area with an adequate labor market for support positions. However, medical and other specialty categories, i.e. physicians, nurses, physical therapists create recruiting and retention difficulties due to wide pay disparities, high cost of living and lack of affordable housing.

#### **h. missions which place exceptional demands**

The responsibility for directing an human resources management program at an affiliated medical center operating on a 24hr/7 day a week basis places considerable demands on the staff.

#### **i. complexity imposed by labor relations activities**

The VAMC has one bargaining unit that includes the majority of employees at the facility. The HRM generally meets with union officials on a regular basis. These meetings may range from discussions on planned human resource policy to resolving informal complaints before they reach the formal stage. Issues and solutions are typically not clear-cut and at times may take a great deal of skillful informal negotiations to resolve.

#### **Factor 2 Operational Character of the Human Resources Management Program**

The human resources management program is characterized by a proactive approach toward the accomplishment of management's goals and objectives through the effective management of its resources.

#### **III. Other Significant Facts**

The incumbent of this position serves as the human resources manager of a 650 bed General Medical Surgical one division medical center. Medical center's employees consist of approximately 1,350 General Schedule, Wage Grade, Title 38, and canteen personnel in professional, administrative, technical, support, and federal wage system occupations. The facility is affiliated with a university medical school, and, therefore, has a small residency program. There are also several training agreements and memoranda of understanding with local health care educational/delivery institutions. The facility has a small research program with modest annual budget.

**HUMAN RESOURCES MANAGEMENT LETTER NO. 05-94-14  
Attachment G**

**STANDARD POSITION DESCRIPTION**

**FOR**

**VAMC HRM**

**(GS-14)**

**Major Duties and Responsibilities:**

The Chief, Human Resources Management Service has full delegated authority and responsibility for the planning, direction, coordination, operation, and internal evaluation of the VA Medical Center's (VAMC) Human Resources Management program. The incumbent serves as full advisor and consultant to the Center Director, Associate Director, Assistant Director and the Chief of Staff. The incumbent takes a proactive role in meeting the needs of top management and the facility.

The incumbent is involved in the overall management of the VAMC as evidenced by membership and active participation on various committees, e.g., Administrative Executive Board, Medical Center Position Management, Training and Development, Clinical/Executive Board, Total Quality Improvement and the Quality Council. Participates with top management in the facility's annual budget hearings to review requests and allocate funding to all Veterans Health Administration (VHA) control points and determine authorized FTEE.

Formulates, communicates, and implements VAMC policy involving Recruitment and Placement; Position Classification and Position Management; Pay Administration; Employee Relations; Labor Relations, Employee Training and Development; and related clerical and administrative functions. Other functions include; Performance Management and Employee Recognition Programs; Facility Program Coordinator for Total Quality Management; Workforce Diversity; Drug Free Workplace Program; Employee Health and Wellness Programs, etc.

Human Resources Manager provides staff service, advice, and guidance to all management/supervisory levels on human resources management principles, techniques, and acceptable practices, as well technical advice on propriety of statutory, regulatory, and procedural requirements. Advises on the most cost effective and efficient manner in which to accomplish the facility's mission through the management of its human resources. Represents facility management as the authoritative spokesperson in dealing with individuals, groups, supervisors, for the purpose of explaining and securing acceptance of the facility's views on human resources management matters. This ranges from individual case decisions to those of a precedent setting nature.

## II. Supervisory/Managerial Factors:

### Program Scope and Effect:

HRM directs a human resources management program that promotes the ability of the VAMC to provide quality health care services for a portion of a major metropolitan area. The medical center is a large multi-mission facility that includes a large active research program, outpatient clinics, Substance Abuse Clinic, a large active medical school affiliation and extensive allied health training affiliations, National Cemetery, and a Veterans Center.

### Organizational Setting:

HRM is accountable to the Associate Director of the Medical Center who exercises line supervisory control. The Associate Director reports directly to the SES Director of the VAMC.

### Supervisory and Managerial Authority Exercised:

HRM develops short and long range plans to effectively utilize human resources to accomplish the Center's mission; participates with management in strategic planning; plans, recommends, and implements programs and program changes that impact the facility. Also, performs the following: utilizes subordinate supervisors to direct, oversee and coordinate work; exercises significant responsibilities in dealing with officials of or other units or organizations and in advising medical center top management; assures reasonable equity among the human resources functional areas in terms of performance standards and rating techniques developed by subordinates; makes decisions on work problems presented by subordinate supervisors, evaluates subordinate supervisors as the reviewing official on evaluations of nonsupervisory employees rated by subordinate supervisors; makes or approves selections for subordinate nonsupervisory positions; recommends selections for subordinate supervisory positions; hears and resolves group grievances or serious employee complaints; reviews and approves serious disciplinary actions involving nonsupervisory employees; recommends awards for nonsupervisory personnel and changes in position classification, subject to approval by higher level management; and finds and implements ways to eliminate or reduce significant bottlenecks and barriers to production, promote building, or improve standard operating procedures.

### Personal Contacts

#### a. nature of contacts

In addition to contact with employees within the Service and the facility, the HRM has regular and recurring contact with all levels of management, members of the general public, local unions, and program staff in VACO.

b. purpose of contacts

The purpose of contacts are to acquire and provide information, plan and coordinate policies, program, procedures, advise manage, facilitate resolution of disputes, interpret and analyze human resources management laws, rules, procedure, management; and serve as management's principal representative with labor union.

Difficulty of Typical Work Directed:

The HRM supervises the following:

- 1 Assistant Human Resources Manager or Senior Personnel Management Specialist, GS-201-13
- 4 Functional Area Section Chiefs, GS-202-12
- 8 Personnel Management Specialists, GS-201-11
- 1 Personnel Management Specialist GS-201-9
- 16 Clerical and Technical Support Personnel, GS-5-7

GS-11 best characterizes the nature of the work directed and it represents more than 25% of the workload of the Service.

Other Conditions

The work requires substantial coordination and integration of GS-11 level assignments in the human resources management program. The Service is organized into subordinate sections with supervisors.

**III. HUMAN RESOURCE MANAGEMENT FACTORS**

Factor 1. The Program Environment

Element 1. Level of Authority and Responsibility

HRM directs an operating level program with full delegated authority for human resources management at the facility.

Element 2. Size of Workforce

At the present time, the workforce consists of 3,500 employees.

### Element 3 Other Environmental Elements

#### **a. functional coverage of the program**

The Human Resources Management program includes: recruitment and placement; position classification and position management; pay administration; employee relations; labor relations; employee training and development; performance and employee recognition; TQM; Workforce Diversity, Drug Free Workplace; and Employee Health and Wellness program.

#### **b. variety and technical complexity of occupations**

There are approximately 150 occupational series serviced by the human resources management staff. They consist of professional, scientific, administrative, technical, and clerical positions.

#### **c. organizational complexity and stability**

The HRM works in a fairly stable organization that undergoes internal realignment on an occasional basis. Due to the size and nature of the facility the organizational structure is considered as complex.

#### **d. servicing organizations under separate management controls**

The human resources management staff provides services to the following organizations that are under separate management controls: the Veterans Center and National Cemetery.

#### **e. intermingling of workforce**

The HRM services a facility that involves the intermingling of Title 5, Title 38, Hybrid Title 38, WG, NAF, Residents, and Consultants and Attendings.

#### **f. dispersion**

The medical center, outpatient clinics, National Cemetery, and the Veterans Center are located at separate locations within the metropolitan area.

#### **g. isolation**

The VAMC is located in a large urban metropolitan area with wide pay disparities, high cost of living and crime which makes it difficult to recruit and retain specialized medical, professional, and support personnel.

#### **h. missions which place exceptional demands**

The responsibility for directing an human resources management program at an affiliated medical center operating on a 24hr/7 day a week basis places considerable demands on the staff.

#### **i. complexity imposed by labor relations activities**

The VAMC has several bargaining units that comprises the majority of employees at the facility. The HRM generally meets with union officials on a regular basis. These meetings may range from discussions on planned human resource policy to resolving informal complaints before they reach the formal stage. Issues and solutions are typically not clear-cut and at times may take a great deal of skillful informal consensus building to resolve.

### **Factor 2 Operational Character of the Human Resources Management Program**

The human resources management program extends beyond the basic regulatory requirement and maintenance to a proactive approach toward the accomplishment of management's goals and objectives through the effective management of its resources.

### **III. Other Significant Facts**

The incumbent of this position serves as the human resources manager of a 1500 bed General Medical Surgical and teaching medical center located in a major metropolitan. The medical center's employees consist of approximately 3500 General Schedule, Wage Grade, Title 38, and canteen personnel in professional, administrative, technical, support and federal wage system, occupations. There are two satellite outpatient clinics located approximate 20 miles away from the parent facility and a Veterans Center located approximate 10 miles away.

As a teaching medical center, the facility is affiliated with a major university, the facility has an extensive residency program (i.e., 150.0 residents in 22 disciplines) as well as, 75 affiliations with 35 other health care educational/delivery institutions. The facility has a large, active research program with 60.5 FTE and a multi-million dollar annual budget.