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**VETERANS ADMINISTRATION
- REFERENCE SLIP**

TO (Name or title—Organizational element—Room No. and bldg.)	INITIALS—DATE
1. Mr. John O. Marsh, Jr.	
2. Counselor to the President	
3. The White House	
4.	
5.	

REASON FOR REFERENCE

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REMARKS

Attached for your information.



FROM

ODELL W. VAUGHN
Deputy Administrator (001)

DATE

12/9/76

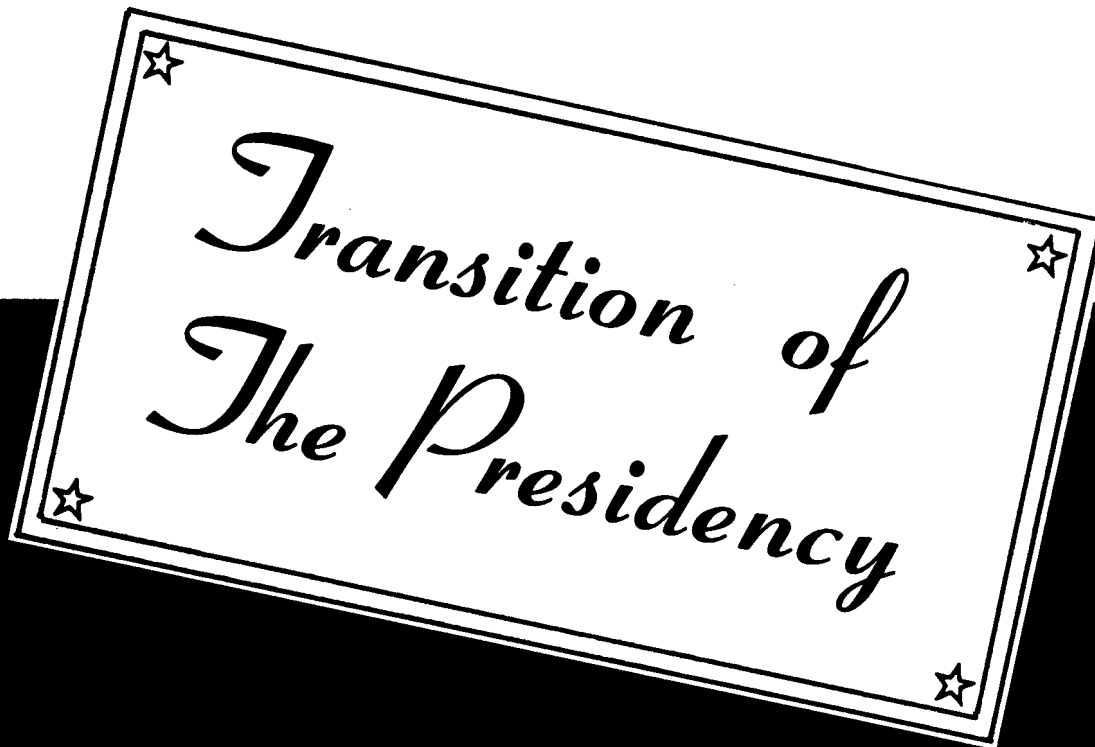
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VA FORM 3230
OCT 1956EXISTING STOCKS OF VA FORM 3230,
NOV 1945, WILL BE USED.

* GPO : 1975 O - 203-170

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**NOVEMBER
1976**



**SIGNIFICANT
BRIEFING
INFORMATION**



**Veterans Administration
810 Vermont Avenue N.W.
Washington, D.C. 20420**

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PART I - OVERVIEW OF THE VA

MISSION

The Veterans Administration administers laws authorizing benefits principally for former members and dependents of deceased former members of the Armed Forces. The VA also administers certain limited benefits authorized by law to individuals currently on active duty and to dependents and survivors of certain totally and permanently disabled veterans. VA benefits include: compensation for service-connected disability or death; dependency and indemnity compensation to survivors for service-connected death; pension for nonservice-connected disability or death; vocational rehabilitation for service-connected disability; educational assistance for those who served after January 31, 1955, and who entered service prior to January 1, 1977; educational assistance on a contributory basis for those initially entering service on and after January 1, 1977; survivors' and dependents' educational assistance; guaranty or insurance of home, condominium, and mobile home loans, and, under certain conditions, direct home loans; eight life insurance programs for veterans and servicemen; hospitalization, restorative care; domiciliary and nursing home care; outpatient medical and dental care; prosthetic and other appliances; special housing and mortgage protection life insurance for certain seriously disabled veterans; automobiles or other conveyances for certain disabled veterans; World War I adjusted service certificates; a guardianship program for the protection of estates derived from VA benefits paid to incompetent or minor beneficiaries; burial allowances; and burial flags; and interment in National Cemeteries. In addition the VA administers the insurance section of the Soldiers' and Sailors' Civil Relief Act for persons in the active military service. A more detailed breakdown with the applicable provisions of law follows:

VETERANS BENEFITS

AUTHORITIES

Compensation for service-connected disability or death	Chapter 11, title 38, United States Code
Pension for nonservice-connected disability or death (OLD LAW PENSION)	Chapter 15, title 38, USC; (section 9(b)), Public Law 86-211
Dependency and indemnity compensation	Chapter 13, title 38, United States Code
Vocational rehabilitation for service-connected disability	Chapter 31, title 38, United States Code
Educational assistance for those who initially enter service after December 31, 1976	Chapter 32, title 38, United States Code
Educational assistance for those who serve after January 31, 1955, and enter service before January 1, 1977	Chapter 34, title 38, United States Code
Survivors' and dependents' educational assistance	Chapter 35, title 38, United States Code
Guaranty or insurance of home, condominium, and mobile home loans, and, under certain conditions, direct home loans	Chapter 37, title 38, United States Code
Eight life insurance programs for veterans and servicemen	Chapter 19, title 38, United States Code
Hospitalization	
Restorative care	
Domiciliary and nursing home care	Chapter 17, title 38, United States Code
Outpatient medical and dental care	
Prosthetic and other appliances	



VETERANS BENEFITS

Special housing and mortgage protection life insurance for certain seriously disabled veterans

Automobiles or other conveyances for certain disabled veterans

World War I adjusted service certificates

A guardianship program for the protection of estates derived from VA benefits paid to incompetent or minor beneficiaries

Burial allowances and burial flags

Eligibility for burial in National Cemeteries administered by VA

Insurance section of the Soldiers' and Sailors' Civil Relief Act

Emergency Officers Retirement

GENERAL ADMINISTRATIVE AND SPECIAL AUTHORITIES

General Administrative Authorities

Board of Veterans Appeals

Department of Medicine and Surgery

Veterans Canteen Service

Acquisition and operations of hospitals and domiciliaries; procurement and supply

Assistance in Establishing New State Medical Schools; Grants to affiliated Medical Schools; Assistance to Health Manpower Training Institutions

Acceptance of gifts and bequests

Disposition of deceased veterans personal property

AUTHORITIES

Chapter 21, title 38, United States Code

Chapter 39, title 38, United States Code

Public Law 425 of the 74th Congress

Chapter 55, title 38, United States Code

Chapter 23, title 38, United States Code

Chapter 24, title 38, United States Code

Article IV - Soldiers' and Sailors' Relief Act of 1940 as amended 50 Appendix USC 540-548

Section 11, Public Law 85-857

Chapter 3, title 38, United States Code

Chapter 71, title 38, United States Code

Chapter 73, title 38, United States Code

Chapter 75, title 38, United States Code

Chapter 81, title 38, United States Code

Chapter 82, title 38, United States Code

Chapter 83, title 38, United States Code

Chapter 85, title 38, United States Code

The General Counsel is responsible for litigation arising in or out of the activities of the VA or involving employees in their official capacity; interpretive legal advice involving laws, statutes and regulations; legal services, advice and assistance required to implement any VA laws; delegations of authority; and since 1973, maintenance of a system of District Counsels in 53 field offices, capable of providing legal advice and assistance to all VA field installations.

Public Law 93-82 (38 USC 5007) authorized the Administrator of Veterans Affairs to retrocede jurisdiction over VA property which is presently under exclusive Federal legislative jurisdiction. The main purpose of retrocession is to provide concurrent jurisdiction over Federal properties belonging to the VA. This results in making available to the staff at VA installations as well as staff and patients at VA hospitals State and local public services such as fire protection and law enforcement.

MAGNITUDE AND COMPLEXITY OF THE VETERANS ADMINISTRATION

Perhaps because it is *just one* of many Independent Agencies in the Government, most persons unfamiliar with the Veterans Administration seem surprised at the size and complexity of VA operations, especially as compared to the President's Cabinet Departments.

For instance, VA's work force of 226,505 employees is nearly equal to the *combined* total of employees in six of the Cabinet Departments. There are only about 227,000 employees *all told* in the Departments of State - Justice - Commerce - Labor - Interior - and Housing and Urban Development. (The VA remains third—behind DoD and Postal Service—in total Federal employment).

In terms of annual expenditures, VA tops all but four of the 11 Cabinet Departments. VA appropriations amounted to \$19.3 billion in FY 1976. The starting figure for the current fiscal year is \$18.4 billion. By way of comparison, VA expenditures are about seven times greater than the annual outlays of such neighboring States as Virginia and Maryland.

When added to the nearly 30 million living veteran population the dependents of these veterans, and the surviving families of deceased veterans, VA's potential clientele includes about half the total population of the United States.

The living veteran population ranges from the now more than 8 million Vietnam era veterans to the fewer than 600 surviving veterans of the Spanish-American War. Still on VA compensation and pension rolls are some 300 widows and children of Civil War veterans.

Most Departments and Agencies have a single-purpose function.

VA, on the other hand, conducts several of the largest "businesses" in the land.

The Administrator of Veterans Affairs is responsible for operation of by far the largest medical system in America. In the system are 171 hospitals, 217 outpatient clinics, 86 nursing homes and 18 domiciliaries. Served by the system this year will be 1.4 million hospitalized veterans. VA clinics will receive a record 15.6 million visits. Making the system work are: more than 5,800 full-time physicians, nearly 25,000 full-time nurses, and more than 150,000 other medical care employees.

The VA, since 1944, has operated the largest adult education program in the world. It is called the "G.I. Bill", and there have been three such programs, starting with World War II. More than 16 million veterans have received G.I. Bill education and training. Over 6.5 million have trained under the current G.I. Bill for Vietnam Era veterans. The *participation rate* of all eligible trainees for the newest G.I. Bill has been 64 percent—far higher than the 50.5 percent rate for the World War II G.I. Bill, and the 43.4 percent rate for the Korean conflict G.I. Bill.

Benefiting the national economy, as well as more than 9 million veterans, have been G.I. home loans—valued in excess of \$120 billion—guaranteed by VA during the past 32 years. In terms of dollar volume, a record \$18 billion in G.I. home loans were granted to veterans in just the past 2 fiscal years.

The VA Administrator also operates one of the largest life insurance programs in the world. Nearly 5 million veterans have \$35 billion worth of life insurance in force with VA. In addition, VA supervises the insurance program for active duty and reserve personnel, which amounts to another \$64.5 billion.

VA's newest major program is the National Cemetery System, which was transferred from the Army to the VA in September 1973. When VA inherited the system, no new National Cemetery had been established in nearly a quarter-century. Now, huge new National Cemeteries—each of which will match or exceed in size the famed Arlington National Cemetery—have been authorized in five States. These new cemeteries will provide about 1.9 million additional gravesites, and the existing 103 National Cemeteries are being expanded to provide 90,000 more gravesites.

In VA's compensation and pension program alone, the agency pays out \$8.1 billion annually to 5.5 million veterans and survivors.



VA builds as well as operates hospitals. Its hospital construction budget for the current year - and last year - adds up to a highest-ever \$865 million. Seven new hospitals are now nearly completed or under construction, and eight additional replacement hospitals - with a total price tag of nearly \$1 billion by the time they are completed - have been authorized.

Some of the other indicators of the size and variety of VA programs would include:

- A \$1.2 billion annual tab for purchasing supplies and services. (These supply purchases include such items as 20.8 million pounds of red meat; 19.9 million pounds of regular and decaffeinated coffee; and 2 million pounds of sugar. These and many other ingredients are used in providing the more than 100 million meals served to veterans in VA's care each year. VA also uses about as many sheets and pillow cases as would 150 hotels—each with 800 guest rooms).
- The operation of a VA complex of 213 computers. The agency computer system includes 11 large-scale computers, 20 more of intermediate size, and 182 small or mini-computers.
- VA's Veterans Assistance program conducted 11.5 million personal interviews in the past 2 years—almost double the rate of the previous 2 years. (Included in the program are a toll-free telephone service now available to about 90 percent of the total veteran population, and a fleet of 10 motorized vans that so far has brought service-on-wheels to 3,800 mostly rural communities in 49 States).
- A volume of VA mail equal to that of a very large city—nearly 200 million pieces of incoming and outgoing mail each year.
- And guardianship responsibility for nearly 146,000 children, incompetent veterans and other wards of the VA.

The attached Statistical Summary of VA activities provides a more detailed picture of the magnitude and complexity of current operations.

STATISTICAL SUMMARY OF VA ACTIVITIES

[RCS A-5]

AUGUST 1976

Veterans Administration
Washington, D.C. 20420

Information Service
Tel. [202]389-2741

Subject	August 1976	July 1976	August 1975
VETERAN POPULATION			
1. Veterans in civil life, end of month—Total	29,641,000	29,612,000	29,485,000
2. War veterans	26,558,000	26,528,000	26,394,000
3. Vietnam era	8,162,000	8,104,000	7,682,000
4. With service in Korean conflict	518,000	517,000	507,000
5. No service in Korean conflict	7,644,000	7,587,000	7,175,000
6. Korean conflict (includes line 4)	5,949,000	5,951,000	5,970,000
7. With service in WW II	1,236,000	1,237,000	1,248,000
8. No service in WW II	4,713,000	4,714,000	4,722,000
9. World War II (includes line 7)	13,349,000	13,367,000	13,551,000
10. World War I	851,000	859,000	945,000
11. Spanish American War	1,000	1,000	1,000
12. Peacetime—Service between Korean conflict and Vietnam era only	3,083,000	3,084,000	3,091,000
HOSPITAL CARE			
13. Average daily patient census—Total	79,068	78,602	80,961
14. In VA hospitals	76,747	76,304	78,716
15. In non-VA hospitals	1,315	1,287	1,219
16. In State Home hospitals	1,006	1,011	1,026
17. Patients treated during month	177,240	175,476	174,318
18. Patients treated past 12 months	1,223,331	1,219,415	1,157,572
19. Operating beds, end of month (VA hospitals)	92,813	93,402	94,245
NURSING CARE			
20. Average daily nursing care census (VA, community and State facilities)	18,090	18,432	17,609
21. Patients treated during month	22,862	20,651	19,933
22. Patients treated past 12 months	44,053	41,800	40,475
DOMICILIARY CARE			
23. Average daily member census (VA and State Homes)	14,129	14,114	14,779
24. Patients treated during month	16,094	16,510	17,336
25. Patients treated past 12 months	29,182	29,773	30,702
OUTPATIENT CARE			
26. Visits during month	1,438,165	1,394,004	1,327,205
27. Outpatient treatment (service connected)	466,788	451,924	412,391
28. Outpatient treatment (non-service connected)	628,486	604,472	390,086
29. Applications for hospitalization	190,930	185,845	178,492
30. Other	151,961	151,763	346,236
NATIONAL CEMETERIES			
31. Interments during month	2,874	3,006	3,021
32. Total interments, cumulative	1,375,500	1,372,637	1,337,458



STATISTICAL SUMMARY OF VA ACTIVITIES (CONTINUED)

Subject	August 1976	July 1976	August 1975
HEADSTONES/MARKERS			
33. Applications received during month	23,907	22,437	20,209
34. Orders issued past 12 months	231,084	229,207	226,834
VOCATIONAL REHABILITATION			
35. Veterans who have taken training, cumulative since 3/24/43	797,375	796,380	715,151
36. Veterans in training, end of month	11,529	12,447	7,255
CHILDREN'S EDUCATIONAL ASSISTANCE			
37. Applications received during month	3,114	2,277	1,603
38. Beneficiaries who have taken training, cumulative	282,862	279,725	257,460
39. Beneficiaries in training, end of month	26,572	18,099	26,703
SPOUSES' AND WIDOW(ER)S' EDUCATIONAL ASSISTANCE			
40. Applications received during month	527	453	637
41. Beneficiaries who have taken training, cumulative	39,444	38,930	33,082
42. Beneficiaries in training, end of month	6,151	5,245	6,418
POST-KOREAN EDUCATIONAL ASSISTANCE—TOTAL			
43. Applications received during month	42,972	41,522	72,634
44. Beneficiaries who have taken training, cumulative	6,597,806	6,558,027	5,902,318
45. Beneficiaries in training, end of month	789,433	778,678	1,107,550
POST-KOREAN EDUCATIONAL ASSISTANCE—SERVICEMEN <u>b/</u>			
46. Applications received during month	12,273	15,362	16,780
47. Beneficiaries who have taken training, cumulative	742,037	735,459	632,761
48. Beneficiaries in training, end of month	62,703	67,933	76,513
DISABILITY COMPENSATION AND PENSION—TOTAL			
49. Active cases (running awards), end of month	3,244,663	3,241,023	3,234,354
50. Compensation (service connected) <u>c/</u>	2,234,071	2,233,468	2,222,284
51. Pension (non-service connected) <u>d/</u>	1,010,592	1,007,555	1,012,070
DISABILITY COMPENSATION AND PENSION—VIETNAM ERA <u>e/</u>			
52. Active cases (running awards), end of month	473,316	470,350	436,392
53. Compensation (service connected)	463,884	461,161	428,718
54. Pension (non-service connected)	9,432	9,189	7,674
DEATH COMPENSATION AND PENSION—TOTAL			
55. Active cases (running awards), end of month	1,622,371	1,618,824	1,620,488
56. Compensation (service connected)	366,827	367,017	368,890
57. Pension (non-service connected) <u>d/</u>	1,255,544	1,251,807	1,251,598
DEATH COMPENSATION AND PENSION—VIETNAM ERA <u>f/</u>			
58. Active cases (running awards), end of month	79,139	78,474	71,792
59. Compensation (service connected)	57,886	57,597	54,629
60. Pension (non-service connected)	21,253	20,877	17,163
UNITED STATES GOVERNMENT LIFE INSURANCE—WW I			
61. Policies in force, end of month	134,712	135,388	143,904
62. Term policies	912	918	999
63. Permanent plan policies	133,800	134,470	142,905
64. Face value of policies in force (\$000), end of month	\$ 563,893	\$ 567,038	\$ 605,487
NATIONAL SERVICE LIFE INSURANCE—WW II AND LATER			
65. Policies in force, end of month	4,857,259	4,864,179	4,944,675
66. Term policies	1,931,039	1,937,506	2,031,200
67. Permanent plan policies	2,926,220	2,926,673	2,913,475
68. Face value of policies in force (\$000), end of month	\$33,665,826	\$33,715,999	\$34,290,224
69. Service disabled policies in force, end of month <u>g/</u>	168,513	167,820	161,964
70. Face value of service disabled policies in force (\$000), end of month <u>h/</u>	\$ 1,521,936	\$ 1,515,797	\$ 1,464,190

STATISTICAL SUMMARY OF VA ACTIVITIES (CONTINUED)

Subject	August 1976	July 1976	August 1975
NATIONAL SERVICE LIFE INSURANCE - WW II AND LATER (Cont'd.)			
71. Paid-up additions in force, end of month <u>i/</u>	991,881	992,671	987,862
72. Face value of paid-up additions in force (\$000), end of month	\$ 689,415	\$ 671,956	\$ 542,324
SERVICEMEN'S GROUP LIFE INSURANCE			
73. Estimated number of servicemen insured, end of month	2,293,000	2,251,000	2,315,000
74. Estimated number of reservists insured, end of month	883,000	883,000	950,000
75. Estimated number of reservists insured (duty only), end of month <u>j/</u>	27,000	27,000	50,000
76. Estimated amount of servicemen's insurance (\$000), end of month	\$ 45,837,000	\$ 44,965,000	\$ 46,280,000
77. Estimated amount of reservists' insurance (\$000), end of month	\$ 17,644,000	\$ 17,644,000	\$ 18,989,000
78. Estimated amount of reservists' (duty only) insurance (\$000), end of month <u>j/</u>	\$ 45,000	\$ 45,000	\$ 83,000
VETERANS' GROUP LIFE INSURANCE			
79. Estimated number of veterans insured, end of month <u>k/</u>	244,582	235,629	-
80. Estimated amount of insurance (\$000), end of month <u>k/</u>	\$ 4,556,746	\$ 4,333,365	-
HOUSING AID TO PARAPLEGICS—ALL WARS			
81. Final housing plans approved for grants, cumulative	14,671	14,611	14,088
82. Amount of grants approved for payment, cumulative	\$176,162,978	\$174,719,087	\$162,082,741
GUARANTY OF LOANS—WW II, KOREAN AND POST-KOREAN <u>l/</u>			
83. Applications received for guaranty or insurance during month	36,808	31,989	33,425
84. Loans guaranteed or insured, cumulative	9,465,257	9,437,134	9,140,369
85. Amount of loans guaranteed or insured (\$000), cumulative	\$125,801,985	\$124,888,720	\$115,766,364
86. Amount of guaranty and insurance on loans (\$000), cumulative	\$ 63,679,142	\$ 63,247,924	\$ 58,788,487
87. Number of loans paid in full, cumulative	5,259,469	5,163,326	4,969,685
88. Number of claims paid, cumulative	350,583	349,474	335,210
GUARANTY OF LOANS—POST-KOREAN—TOTAL			
89. Loans guaranteed or insured, cumulative	2,231,900	2,208,407	1,961,273
90. Amount of loans guaranteed or insured (\$000), cumulative	\$ 51,579,958	\$ 50,825,972	\$ 43,296,463
91. Amount of guaranty or insurance on loans (\$000), cumulative	\$ 25,283,106	\$ 24,922,058	\$ 21,193,240
GUARANTY OF LOANS—POST-KOREAN—SERVICEMEN <u>m/</u>			
92. Loans guaranteed or insured, cumulative	235,016	231,887	202,296
93. Amount of loans guaranteed or insured (\$000), cumulative	\$ 6,052,473	\$ 5,942,910	\$ 5,032,516
94. Amount of guaranty or insurance on loans (\$000), cumulative	\$ 2,779,832	\$ 2,730,257	\$ 2,269,022
DIRECT LOANS—WW II, KOREAN AND POST-KOREAN			
95. Loans closed and fully disbursed, cumulative	325,336	325,500	323,025
96. Amount of loans fully disbursed (\$000), cumulative	\$ 3,243,394	\$ 3,245,611	\$ 3,197,506
DIRECT LOANS—POST-KOREAN			
97. Loans closed and fully disbursed, cumulative	23,007	22,980	22,655
98. Amount of loans fully disbursed (\$000), cumulative	\$ 314,330	\$ 313,794	\$ 307,270
DIRECT LOANS—POST-KOREAN—SERVICEMEN <u>n/</u>			
99. Loans closed and fully disbursed, cumulative	1,837	1,824	1,713
100. Amount of loans fully disbursed (\$000), cumulative	\$ 28,608	\$ 28,347	\$ 26,094



STATISTICAL SUMMARY OF VA ACTIVITIES (CONTINUED)

Subject	August 1976	July 1976	August 1975
MOBILE HOME LOANS			
101. Applications received for guaranty or insurance during month	182	137	195
102. Loans guaranteed or insured, cumulative	19,625	19,521	17,954
103. Amount of loans guaranteed or insured (\$000), cumulative	\$ 180,541	\$ 179,259	\$ 160,096
104. Amount of guaranty or insurance on loans (\$000), cumulative	\$ 54,156	\$ 53,734	\$ 47,978
VETERANS ASSISTANCE			
105. Personal interviews during month	450,006	379,007	571,725
106. Telephone actions during month	2,130,494	1,976,473	2,122,996

a/ January 31, 1955 to August 5, 1964. Excludes persons who served on active duty for training only.

b/ Included in lines 43 through 45.

c/ Includes retired emergency and retired reserve officers.

d/ Includes special act cases.

e/ Included in lines 49 through 51.

f/ Included in lines 55 through 57.

g/ Included in lines 65 through 67.

h/ Included in line 68.

i/ Not included in lines 65 through 70.

j/ Duty only applies to inactive reservists.

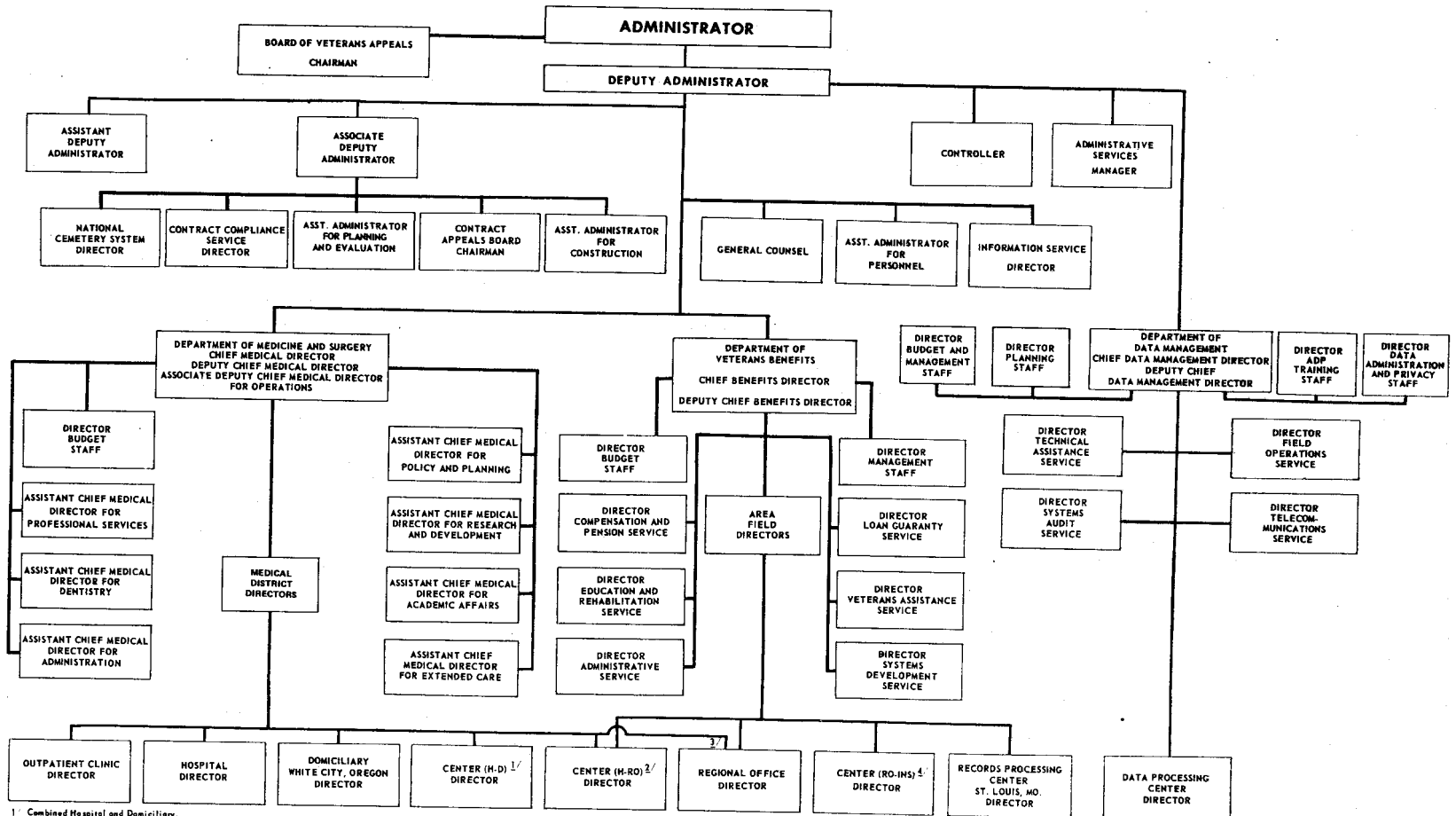
k/ Reporting for this program initiated September 1975.

l/ Does not include Mobile Home Loans reported on lines 101 through 104.

m/ Included in lines 89 through 91.

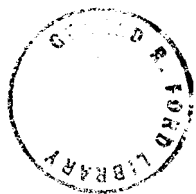
n/ Included in lines 97 and 98.

ORGANIZATION OF THE VETERANS ADMINISTRATION



1/ Combined Hospital and Domiciliary.
 2/ Combined Hospital and Regional Office.
 3/ Outpatient Clinic where authorized.
 4/ Combined Regional Office and Insurance Center, Philadelphia office has staff responsibility for agency insurance programs.

*NOTE: See Appendix Item 4 on Lines of Authority and Communications in the VA.
 See Appendix Item 5 on types and methods of internal communications in the VA.*



AGENCY LINE OFFICIALS

THE ADMINISTRATOR OF VETERANS AFFAIRS: Richard L. Roudebush

Is responsible to the President for the administration of veterans' affairs and the laws which govern them.

Vested with authority to operate the VA.

As head of independent agency of the executive branch of the government, advises the President on veterans' affairs.

THE DEPUTY ADMINISTRATOR: Odell W. Vaughn

Is the principal assistant to the Administrator in the overall administration of the VA.

Takes independent action for the Administrator on all problems affecting the VA which do not require the personal attention of the Administrator.

Acts for the Administrator in the latter's absence.

THE ASSOCIATE DEPUTY ADMINISTRATOR: Arthur J. Schultz, Jr.

Assists in the overall administration of the VA with responsibility for the functional areas of the Office of Construction, Office of Planning and Evaluation, Contract Compliance Service, Contract Appeals Board, and the National Cemetery System.

THE ASSISTANT DEPUTY ADMINISTRATOR: H. Dale Grubb

Participates in high level policy discussions and makes recommendations regarding problem solving and decisions to be made on all VA programs. Is the top level liaison of the agency with Congress and other Federal agencies.

Administers the VA's emergency planning including civil defense, disaster relief, emergency relocation sites, and the relocation of emergency designees under national emergencies.

CHAIRMAN, BOARD OF VETERANS APPEALS

Sydney J. Shuman

(Reports directly to the Administrator)

Functional Statement

Responsible to Administrator for activities of Board of Veterans Appeals which has statutory jurisdiction to decide appeals for benefits under all laws administered by the VA. Decisions are final except as to issues on insurance contracts. Recommends areas of policy, procedure or legislation relating to veterans benefits for study or modification.



CONTROLLER

Conrad R. Hoffman

(Reports directly to the Administrator)

Functional Statement

Responsible for financial management. Principal representative on budget, appropriations, accounting, financial auditing and other fiscal matters with the Office of Management and Budget, the Congress, the Treasury Department, the General Accounting Office, and other government agencies. Responsible for reports management; provides staff support in research statistics; and provides for application of ADP systems for the automation of management information.

GENERAL COUNSEL

John J. Corcoran

(Reports directly to the Administrator)

Functional Statement

The Chief Legal Officer in all matters of law and legislation. Assists in formulating regulations. Handles matters pertaining to proposed legislation, Executive Orders and proclamations affecting VA.



ASSISTANT ADMINISTRATOR FOR PERSONNEL

Richard D. Brady

(Reports directly to the Administrator)

Functional Statement

Responsible for the agency-wide personnel program. Principal representative with the Civil Service Commission, unions, and other employee organizations in personnel management matters.

DIRECTOR, INFORMATION SERVICE

Frank R. Hood

(Reports directly to the Administrator)

Functional Statement

Responsible for public information programs. Develops and maintains relationships with national information outlets. Prepares and coordinates information for release through press, radio, television, and other media to advise veterans and dependents of benefits administered by the VA.



ASSISTANT ADMINISTRATOR FOR CONSTRUCTION

Viggo D. Miller

(Reports to the Administrator through the Associate Deputy Administrator)

Functional Statement

Responsible for design, construction, and major alterations of VA hospitals, the domiciliaries, nursing homes, cemetery facilities and other buildings, real property and space management other than transactions in the Veterans loan guaranty program.

ASSISTANT ADMINISTRATOR FOR PLANNING AND EVALUATION

Edwin L. Arnold

(Reports to the Administrator through the Associate Deputy Administrator)

Functional Statement

Responsible for the Internal Audit, Program Evaluation, Management Engineering, cost/benefit studies and Investigation and Security programs in the VA. Provides staff support and interagency liaison in Records Management, Administrative Issues, Forms Management, Mail Processing and Travel.

Also responsible for the implementation of the Freedom of Information Act and the Privacy Act.



DIRECTOR, NATIONAL CEMETERY SYSTEM

John W. Mahan

(Reports to the Administrator through the Associate Deputy Administrator)

Functional Statement

The Director, National Cemetery System whose position is established pursuant to Public Law 93-43, directs and controls the operations and maintenance of the National Cemetery System which consists of in excess of 6,000 acres, 106 national cemeteries, plus 32 miscellaneous installations. He is fully responsible for the annual procurement and direct supply to next of kin of in excess of 285,000 custom made headstones and markers for graves of eligible United States veterans interred in private and national cemeteries throughout the world.

Develops major policies, plans, and causes the full implementation of procedures which have impact on a significant number of the greater veterans population and their dependents. The Director gives full effect to the views of the Administrator and the Congress with respect to expansion of the system via the acquisition of land for new cemeteries and expansion of existing cemeteries.

CONTRACT COMPLIANCE SERVICE

Director

Nathaniel H. Pierson

(Reports to the Administrator through Associate Deputy Administrator)

Functional Statement

Formulates and recommends to the Administrator through the Associate Deputy Administrator basic policies, plans and procedures pertaining to contract compliance for VA construction contracts and supplies and services contracts for those Federal contractors for which the Secretary of Labor has designated VA as the compliance agency. (Executive Orders 11246 and 11375)



CHAIRMAN, CONTRACT APPEALS BOARD

Raymond Sawyer

(Reports to the Administrator through the Associate Deputy Administrator)

Functional Statement

Acts as the Administrator's authorized representative in ascertaining facts and circumstances in appeals by contractors from decisions of VA contracting officers under VA contracts.

Renders final decisions on contractor appeals in accordance with contract provisions.

MANAGER, ADMINISTRATIVE SERVICES

Meriwether W. Buckalew

(Reports to the Administrator through the Deputy Administrator)

Functional Statement

Furnishes VA-wide services in the areas of printing and reproduction, audio-visuals, records development and supplemental claimant identification from microfilm index. Provides office services support to Central Office elements.



CHIEF MEDICAL DIRECTOR

John D. Chase, M.D.

(Reports directly to the Administrator)

Functional Statement

Responsible for the conduct of all activities of the Department of Medicine and Surgery. Insures complete medical and hospital service for the medical care of veterans prescribed by the Administrator pursuant to law.

CHIEF BENEFITS DIRECTOR

Rufus H. Wilson

(Reports directly to the Administrator)

Functional Statement

Has jurisdiction over, directs, and is responsible to the Administrator for the conduct of the activities of the Department of Veterans Benefits. Administers an integrated program of veterans benefits consisting of Compensation, Pension and Education, Insurance, Loan Guaranty, Guardianship, and Veterans Assistance Activities of the VA.

CHIEF DATA MANAGEMENT DIRECTOR

William R. Martin

(Reports to the Administrator through the Deputy Administrator)

Functional Statement

Responsible for the conduct of the activities of the Department of Data Management and also serves as the principal advisor to the Administrator on ADP and telecommunications matters. Insures the effective support of the mission of the VA through the management and control of data processing and telecommunications activities for the agency.

BUDGETARY AND FINANCIAL INFORMATION—FY 1977

PL 94-378, enacted August 9, 1976, provided VA appropriations of \$18,386,171,000 for the fiscal year beginning October 1, 1976. This is the first time that the appropriation has been available at the start of the fiscal year since 1958.

The following items of legislation will result in additional expenditures:

- Pension Rate Increase, PL 94-432 (effective Jan. 1, 1977)
- Compensation Rate Increase, PL 94-433 (effective Oct. 1, 1976)
- Education Rate Increase, PL 94-502 (effective Oct. 1, 1976)
- Medical Omnibus Bill, PL 94-581
- State Care Rate Increases, PL 94-417 (effective Oct. 1, 1976)
- October 10, 1976, Pay Increases
- Wage Board Rate Increases
- Health Insurance Rate Increases (effective Jan. 1, 1977)
- Reimbursement to Civil Service Commission for
Reemployed Annuitants Pay, PL 94-397 (effective Oct. 1, 1976)

The appropriations as enacted are shown in the following table:

(In thousands)

Compensation and pensions	\$ 8,153,400
Readjustment benefits	4,813,000
Veterans insurance & indemnities	7,000
Medical care	4,218,032
Research in health care	101,633
Medical administration & miscellaneous operating expenses	39,941
General operating expenses	508,383
Construction, major projects	405,681
Construction, minor projects	92,001
Grants for construction of State extended care facilities	10,000
Grants to the Republic of the Philippines	2,100
Assistance for health manpower training institutions	35,000
Total	18,386,171

Second Concurrent Resolution—FY 1977: Under the authority of the Budget Control and Impoundment Act of 1974, the Second Concurrent Budget Resolution established a target of \$20.3 billion in budget authority and \$19.5 billion in outlays for Veterans' benefits and services. Final Congressional action in 1976 resulted in appropriations and authorizations of additional entitlement legislation within their ceiling as shown below:

	Ceiling	Congressional Action (In thousands)	Difference
Budget Authority	\$20,300,000	\$20,191,657	\$ -108,343
Outlays	19,500,000	19,390,485	-109,515

Budget Authority consists of annual appropriations plus permanent appropriations (Trust Funds) less proprietary receipts.



FY 1978

The President's budget is required to be submitted to Congress fifteen days after Congress convenes. With Congress convening on January 3, 1977, the budget is due January 18, 1977. Hearings on the estimates will probably be held around the middle of March. Some of the major issues that surfaced during the FY 1977 hearings were:

Target System: A cost benefit analysis of the target system, (automated compensation, pension and education system) a development schedule for the central system, and an implementation plan prior to the hearings, and before award of the equipment acquisition to obtain approval from the Appropriation Committees for the system.

Portland Replacement Hospital: Justification for constructing at Portland the total replacement facilities for the existing Portland, Oregon, and Vancouver, Washington, hospitals per direction of the Senate Appropriations Committee.

Cost-of-Living Increases in Benefit Programs: The budget historically has seldom proposed cost-of-living rate increases for benefit programs. The Congress, in developing the concurrent budget resolution, was critical of the executive branch for not recommending such increases in the budget.

Education Overpayments: The Congress has been critical of the large overpayments that have occurred in the education program. A substantial part of the cause was outside of VA control. Legislative changes providing for prepayment and advance payment of benefits and the failure of schools to report training changes and terminations contributed substantially to the problem. The prepayment process was permanently eliminated by PL 94-502 (Veterans' Education Assistance Act of 1976).

PART II - PERSONNEL OF THE VA

ADMINISTRATOR

Richard L. Roudebush

Executive Level II \$44,600 p.a.

Presidential Appointment

Born in Noblesville, Indiana

January 18, 1918

Significant Work Experience:

10/74 to present	Administrator of Veterans Affairs, Veterans Administration Central Office (VACO), Washington, D.C.
9/74 to 10/74	Acting Administrator of Veterans Affairs, VACO, Washington, D.C.
1/74 to 9/74	Deputy Administrator of Veterans Affairs, VACO, Washington, D.C.
6/71 to 1/74	Assistant Deputy Administrator, VACO, Washington, D.C.
1/71 to 6/71	Special Consultant to the Administrator, VACO, Washington, D.C.
1961 to 1971	Member, U. S. Congress, Representative from Indiana
1950 to 1961	Operated family company, Roudebush Commission Co., Indianapolis, Indiana
1944 to 1950	Departmental Service Officer for Veterans of Foreign Wars, Department of Indiana
1941 to 1944	U.S. Army

Education:

Butler University, B.S.—1941

Other Information:

VFW National Commander 1957-1958
Chairman Indiana Veterans Commission
Honorary Degree of Doctor of Law—Butler University—1968
National Space Award (VFW) 1971



THE ADMINISTRATOR OF VETERANS AFFAIRS

APPOINTMENT

By the President with the advice and consent of the Senate

PAY

\$46,800 per year. (Level II, Federal Executive Salary Schedule). Paid monthly. Salary payable is limited to \$44,600 by the Legislative Branch Appropriation Act (PL 94-440).

Standard deductions made from each months salary:

- * Federal Income Tax
- * Retirement – 7%

Optional deductions from salary may include:

- * Group Life Insurance Premium
- * Health Insurance Premium
- * State Income Tax
- * U.S. Savings Bonds
- * CFC contribution

LEAVE

Not subject to Annual and Sick Leave Act.

May be absent from official post of duty as he deems necessary or desirable.

In such instances, the Administrator advises White House of period of absence, purpose, where he will be during his absence, and who will act for him.

COMPENSATION FOR INJURIES

Automatic coverage

Act provides protection in case of job-related injury or disease.

HEALTH INSURANCE

Generally covers:

- * Hospital room and board
- * Other hospital, surgical, and medical
- * Maternity
- * Catastrophic medical expense

Employee may elect to enroll or not to enroll.

Plans available:

- * Service Benefit Plan (Local Blue Cross-Blue Shield)
- * Indemnity Benefit Plan (Underwritten by Insurance Companies with the Aetna Life Insurance Company serving as the carrier)
- * University Affiliated Health Plans – a comprehensive Group-Practice Plan
- * Group Health Association Plan – a comprehensive Group Plan – Practice Plan

Three of these plans offer two levels of benefits – a high option or a low option

Both options offer the same kind of benefits but differ in the *amount* of benefits payable and in *cost* to the employee.

Plan	Type of Enrollment	Cost Per Month			
		High & Low Option Government Pays		High Option You Pay	Low Option You Pay
		High Option	Low Option		
Blue Cross-Blue Shield	Self Only	\$21.57	\$ 7.95	\$20.57	\$ 2.65
	Self & Family	53.27	23.04	46.64	7.68
Aetna	Self	\$21.57	\$13.39	\$13.38	\$ 4.46
	Self & Family	53.27	33.14	25.90	11.04
University Affiliated	Self	\$21.57	N/A	\$17.34	N/A
	Self & Family	53.27	N/A	54.52	N/A
GHA	Self	\$21.57	\$21.57	\$23.00	\$ 9.57
	Self & Family	53.27	53.27	59.31	27.20

RETIREMENT Coverage is automatic.

Employee pays 7% of his salary through payroll deductions. The Government contributes the same amount.

Optional Retirement	Minimum Age		Minimum Service
	62	with	5 years (civilian)
	60	with	20 years
	55	with	30 years

Mandatory Retirement	Minimum Age		Minimum Service
	70	with	15 years

Disability Retirement Any Age with 5 years (civilian)
If totally disabled for service in the position occupied.

**FEDERAL EMPLOYEES
GROUP LIFE INSURANCE**

Regular Insurance Term insurance with double indemnity for accidental death and coverage for accidental dismemberment. Automatically renews itself at the same rate year after year as long as employee remains in the service.

Coverage is automatic unless it is waived.

Monthly cost to the employee is \$36.16 for \$47,000. The Government contributes half that much.

Optional Insurance May elect additional optional insurance in amount of \$10,000. Cost is based on age. Under 35, \$1.73 monthly; 35 thru 39, \$2.60 monthly; 40 thru 44, \$4.12 monthly; 45 thru 49, \$6.28 monthly; 50 thru 54, \$9.75 monthly; 55 thru 59, \$22.75 monthly; 60 and over, \$30.33 monthly.



HATCH ACT

The law provides, in general, that Federal employees cannot take an active part in a political campaign of a partisan nature or management of a political organization. This does not, however, apply to any employee paid from the appropriation for the Office of the President, the head or assistant head of an Executive Department or military establishment, or an employee appointed by the President, by and with the advice and consent of the Senate, who determines policies to be pursued by the United States in its relations with foreign powers or in the nationwide administration of Federal laws.

CONFLICT OF INTEREST

Federal employees are expected to exercise integrity, honesty, impartiality and ethical standards of conduct in carrying out their Governmental responsibilities. They must avoid any conflict of interest whether real or apparent. As a Presidential appointee the Administrator must file, within 30 days after appointment, with the Chairman, Civil Service Commission, a statement covering all outside employment and financial interests.

MISCELLANEOUS SUPPORTING SERVICES

Travel and transportation: Authority to travel anywhere, domestic or overseas, by any mode, at discretion of Administrator.

Per diem and allowances for travel: Thirty-five (\$35) per day for domestic travel with actual expenses up to \$50 per day permitted under certain circumstances.

Local transportation: Chauffeur-driven medium sedan.

Credit card: American Tel. & Tel.

Credit card: Gasoline

Official reception and representation expense: Not to exceed \$2,500 per annum.

DEPUTY ADMINISTRATOR

Odell W. Vaughn

Executive Level III \$42,000 p.a.

Excepted (Schedule C)

Born in Greenville, South Carolina
December 12, 1921

Significant Work Experience:

11/74 to present	Deputy Administrator of Veterans' Affairs, Veterans Administration Central Office (VACO), Washington, D.C.
3/73 to 11/74	Chief Benefits Director, VACO, Washington, D.C.
1970 to 1973	Director, VA Regional Office, St. Petersburg, Florida
1969 to 1970	Assistant Director, VA Regional Office, St. Petersburg, Florida
1967 to 1969	Assistant Director, VA Record Processing Center, St. Louis, Missouri
1967	Staff Assistant to the Director, VA Regional Office (VARO), St. Petersburg, Florida
1964 to 1967	Staff Assistant to the Director, VARO, Manila
1959 to 1964	Contact Officer, VARO, St. Petersburg, Florida
1958 to 1959	Assistant Contact Officer, VARO, St. Petersburg, Florida
1957 to 1958	Chief, Field Section, VARO, St. Petersburg, Florida
1957	Chief, Interview Unit, VARO, St. Petersburg, Florida
1956 to 1957	Contact Representative, VARO, St. Petersburg, Florida
1955 to 1956	Information Receptionist, VARO, St. Petersburg, Florida
1946 to 1955	Contact Representative, VARO, Columbia, South Carolina
1941 to 1946	U.S. Army

Education:

Correspondence courses in law, LaSalle Extension University—1951
Florisant Jr. College—1969

Other Information:

National Civil Service League Award — 1976



ASSOCIATE DEPUTY ADMINISTRATOR

Arthur J. Schultz, Jr.

Executive Level V \$37,800 p.a.

Excepted (Schedule C)

Born in Detroit, Michigan
June 20, 1918

Significant Work Experience:

2/75 to present	Associate Deputy Administrator, Veterans Administration Central Office (VACO) Washington, D.C.
8/64 to 12/74	President, NuCar Prep System, Chrysler Corporation, Highland Park, Michigan
11/63 to 8/64	Director, Detroit Aviation Commission, City of Detroit, Detroit, Michigan
9/61 to 11/63	Commanding Officer (Captain), Naval Air Station Grosse Ile, Michigan
7/59 to 9/61	Commander, Sixth Fleet, Representative at Joint Command and Operations Center, Verona, Italy
7/57 to 7/59	Deputy Branch Head for Personnel Plans (Aviation) for the Chief of Naval Operations, Pentagon
8/56 to 7/57	Student (Senior Course), Naval War College, Newport, Rhode Island
6/54 to 8/56	Commanding Officer, Aircraft Squadron, Quonset Point, Rhode Island
10/39 to 6/54	U.S. Navy

Education:

University of Detroit, Detroit, Michigan—1937-39
General Line School—1947-48
Graduate, Naval War College

Other Information:

Past President, Navy League

ASSISTANT DEPUTY ADMINISTRATOR

H. Dale Grubb

GS-18 \$39,600 p.a.

Excepted (Non-Career Executive Assignment)

Born in Henryetta, Oklahoma
April 23, 1925

Significant Work Experience:

2/75 to present Assistant Deputy Administrator, Veterans Administration Central Office (VACO),
Washington, D.C.

11/73 to 7/74 Consultant, Rockwell International, Washington, D.C.

6/70 to 4/73 Assistant Administrator for Legislative Affairs, NASA, Washington, D.C.

1/69 to 5/70 Special Assistant to the President, The White House, Washington, D.C.

8/60 to 1/69 Area Manager, Space Systems and Tech., AVCO Corporation, Washington, D.C.

4/59 to 8/60 Legislative Assistant, NASA Headquarters Office of Congressional Relations, Washington,
D.C.

4/51 to 4/59 Special Agent, U.S. Secret Service, Washington, D.C., and Memphis, Tennessee

9/43 to 10/45 U.S. Army Air Corps

Education:

University of Oklahoma, B.S.—1951



EXECUTIVE ASSISTANT TO THE ADMINISTRATOR

Don R. Kendall

GS-16 \$39,600 p.a.

Excepted (Non-Career Executive Assignment)

Born in Seymour, Indiana

April 21, 1926

Significant Work Experience:

1976 to present	Executive Assistant to the Administrator, Veterans Administration Central Office (VACO), Washington, D.C.
1974 to 1976	Confidential Assistant, Office of Administrator, Washington, D.C.
1973 to 1974	Consultant, Department of Transportation (DOT), Washington, D.C.
1970 to 1973	Deputy Director, Office of Congressional Relations, DOT, Washington, D.C.
1969 to 1970	Consultant to Center for Political Research, Washington, D.C. and Republican Party State Chairman, Baltimore, Maryland
1966 to 1969	Executive Director, Republican National Committee, Washington, D.C.
1951 to 1966	Administrative Assistant to Congressman William G. Bray, Washington, D.C.
1949 to 1951	Program Director and Commercial Manager, Vincennes Sun-Commercial, Vincennes, Indiana
1944 to 1946	U.S. Army Air Corps

Education:

Harvard College, B.A.—1949

American University (Graduate courses)—1952-55

Other Information:

Outstanding Performance Ratings, DOT—1972 and 1973

Member, Maryland Council for Higher Education—1968 to present

American Political Science Assoc. Congressional Staff Fellowship—1966

Superior Performance Award—1975

STAFF ASSISTANT TO THE ADMINISTRATOR

Harry J. Donohue

GS-16 \$39,600 p.a.

Excepted (Non-Career Executive Assignment)

Born in Worcester, Massachusetts
April 24, 1920

Significant Work Experience:

1969 to present	Staff Assistant, Office of the Administrator, Veterans Administration Central Office, Washington, D.C.
1966 to 1969	Executive Assistant, Veterans of Foreign Wars, Washington, D.C.
1964 to 1966	Consultant in Public Relations, Associated with Ernest J. Eaton, Washington, D.C.
1963 to 1964	Assistant to President, American Waterways, Inc.
1962	Administrative Assistant, Honorable Charles McC. Mathias, Jr., Washington, D.C.
1961 to 1962	Consultant, United States Section of International Joint Commission, Washington, D.C.
1957 to 1961	Secretary of the Commission, United States Section, International Joint Commission, Washington, D.C.
1957	Acting Deputy Director, Office of Territories, Department of the Interior, Washington, D.C.
1956 to 1957	Consultant, Self-employed, Washington, D.C.
1953 to 1956	Special Assistant to Assistant Secretary, Department of the Interior, Washington, D.C.
1952 to 1953	Administrative Assistant, Representatives Hruska and Buffett, House of Representatives, Washington, D.C.
1948 to 1952	U.S. Signal Corps Intelligence Agency, U.S. Army
1942 to 1946	U.S. Army

Education:

Clark University, Worcester, Massachusetts, BBA—1948
Georgetown University, Graduate Work—1952
George Washington Law School, Graduate Work—1955

Other Information:

Elected to Clark University Scholarship Society



CHAIRMAN, BOARD OF VETERANS APPEALS

Sydney J. Shuman

GS-17 \$39,600 p.a.

Excepted (Schedule A)—Approval of the President, 38 USC 4001(b)

Born in Ridge, Maryland

February 4, 1916

Significant Work Experience:

12/74 to present	Chairman, Board of Veterans Appeals (BVA), Veterans Administration Central Office (VACO), Washington, D.C.
5/71 to 12/74	Vice Chairman, BVA, VACO
8/70 to 5/71	Associate Member (Legal), BVA, VACO
9/60 to 8/70	Executive Assistant, BVA, VACO
2/50 to 9/60	Attorney Advisor (Veterans), BVA, VACO
9/46 to 2/50	Legal Consultant, BVA, VACO
2/46 to 9/46	Policy Consultant, Social Security Administration, Baltimore, Maryland
8/43 to 2/46	U.S. Navy

Education:

George Washington University, B.A.—1936
George Washington University, L.L.B.—1940

Other Information:

Meritorious Service Award—1972
Member of the Bar—District of Columbia

GENERAL COUNSEL

John J. Corcoran

Executive Level V \$37,800 p.a.

Excepted (Schedule C)

Born in New York, New York
August 12, 1920

Significant Work Experience:

7/69 to present General Counsel, Veterans Administration Central Office (VACO), Washington, D.C.
10/67 to 7/69 Assistant to General Counsel, VACO, Washington, D.C.
1958 to 1967 Director, National Rehabilitation Commission, American Legion, Washington, D.C.
1956 to 1958 Attorney Advisor, National Security Agency, Fort Meade, MD
1952 to 1956 Legal Consultant to American Legion, National Rehabilitation Commission, Washington, D.C.
1947 to 1952 Appeals representative for the American Legion, Washington, D.C.
1945 to 1947 Claims Representative for the American Legion, Washington, D.C.
1942 to 1945 U.S. Army Air Force

Education:

Georgetown University, B.S.—1949
Georgetown University, L.L.B.—1952

Other Information:

Member of the Bar, District of Columbia
U.S. Air Force Reserve (Active)



MANAGER, ADMINISTRATIVE SERVICES

Meriwether W. Buckalew

GS-15 \$39,600 p.a.

Career Appointment

Born in Lafayette, Alabama
November 3, 1911

Significant Work Experience:

03/75 to present	Manager, Administrative Services, Veterans Administration Central Office (VACO), Washington, D.C.
10/64 to 03/75	Assistant Manager, Administrative Services, VACO
07/62 to 10/64	Administrative Officer, Administrative Services, VACO
05/56 to 07/62	Management Analysis Officer, VA Regional Office (VARO) Winston-Salem, North Carolina
05/50 to 05/56	Chief, Administrative Division, VARO Winston-Salem, North Carolina
05/49 to 05/50	Assistant Chief, Administrative Division, VA District Office, Atlanta, Georgia
07/48 to 05/49	Assistant Chief, Administrative Division, VA Branch Office, Atlanta, Georgia
08/46 to 07/48	Chief, Analyst Section, Administrative Division, VA Branch Office, Atlanta, Georgia
03/46 to 08/46	Planning Officer, Budget and Planning Division, VA Branch Office, Atlanta, Georgia
07/41 to 05/46	U.S. Army
12/36 to 07/41	Senior Field Assistant, Social Security Board, Baltimore, Maryland

Education:

Marion Military Institute, Marion, Alabama—1928-30
United States Naval Academy—1930-31
Birmingham School of Law, Birmingham, Alabama—1937-39

Other Information:

Numerous Performance Awards and Quality Increases

CONTROLLER

Conrad R. Hoffman

GS-18 \$39,600 p.a.

Career Executive Assignment

Born in Dunkirk, New York

June 27, 1923

Significant Work Experience:

2/72 to present	Controller of the Veterans Administration, Veterans Administration Central Office (VACO), Washington, D.C.
5/71 to 2/72	Deputy Controller of the Veterans Administration, VACO
8/67 to 5/71	Controller, Propulsion Division, Atlantic Richfield Corporation, Alexandria, Virginia
3/61 to 8/67	Manager, Alexandria Division, American Machine and Foundry Co., Alexandria, Virginia
2/60 to 3/61	Controller, Paktron Division, Illinois Tool Works, Alexandria, Virginia
10/55 to 2/60	Controller and Chief Accountant, ACF Electronics, Alexandria, Virginia
3/51 to 10/55	Chief Accountant and Assistant Treasurer, James S. Spivey Inc., Bethesda, Maryland
2/43 to 2/46	U.S. Army

Education:

George Washington University, B.A.—1950

Other Information:

Certified Public Accountant, State of Virginia
Member, National Association of Accountants
Exceptional Service Award—1974



ASSISTANT ADMINISTRATOR FOR PERSONNEL

Richard D. Brady

GS-17 \$39,600 p.a.

Career Executive Assignment

Born in Washington, D.C.

June 27, 1918

Significant Work Experience:

2/74 to present	Assistant Administrator for Personnel, Veterans Administration Central Office (VACO), Washington, D.C.
8/73 to 2/74	Deputy Assistant Administrator for Personnel, Office of Assistant Administrator for Personnel (AA/P), VACO
2/71 to 8/73	Associate Assistant Administrator for Personnel, Office of AA/P, VACO
4/68 to 8/73	Executive Assistant to AA/P, Office of AA/P, VACO
9/60 to 4/68	Director, Evaluation and Reporting Service, Office of AA/P, VACO
10/58 to 9/60	Chief, Administrative Control Unit, Office of AA/P, VACO
10/56 to 10/58	Assistant Director, Personnel Plans and Policies Service, Office of AA/P, VACO
12/50 to 10/56	Personnel Officer, Office of AA/P, VACO
7/48 to 12/50	Methods and Procedures Examiner, Personnel Management Staff, Office of AA/P, VACO
6/46 to 7/48	Procedures Analyst, Personnel Management Staff, Office of AA/P, VACO
2/46 to 6/46	Contact Representative, Washington Society for the Blind, Washington, D.C.
5/42 to 2/46	U.S. Army

Education:

Georgetown University, B.S.S.—1940

Georgetown School of Law, J.D.—1948

Other Information:

Member CSC Interagency Advisory Group

Member of the Bar, District of Columbia

Member Delta Theta Phi Legal Fraternity

DIRECTOR, INFORMATION SERVICE

Franklin R. Hood

GS-17 \$39,600 p.a.

Career Executive Assignment

Born in Union County, Iowa
April 22, 1913

Significant Work Experience:

6/58 to present	Director, Information Service, Veterans Administration Central Office (VACO), Washington, D.C.
3/51 to 6/58	Associate Director, Information Service, VACO
4/49 to 3/51	Information and Editorial Specialist, Information Service, VA Center, St. Paul, Minnesota
3/47 to 4/49	Chief, Information Division, VA Branch Office, St. Paul, Minnesota
5/46 to 3/47	Assistant Director, Public Relations Service, VA Branch Office, St. Louis, Missouri
4/46 to 5/46	Information Specialist, VA Branch Office, St. Louis, Missouri
11/45 to 4/46	Night City Editor, Associated Press, Kansas City, Missouri
2/43 to 11/45	U.S. Navy

Education:

Iowa State University, B.S.—1935
George Washington University—1963-64

Other Information:

Numerous Outstanding Performance Ratings and Quality Increases
Meritorious Service Award—1960
Exceptional Service Award—1971
Administrator's Commendation—1970



ASSISTANT ADMINISTRATOR FOR PLANNING & EVALUATION

Edwin L. Arnold

GS-17 \$39,600 p.a.

Career Executive Assignment

Born in New Castle, Indiana
August 21, 1929

Significant Work Experience:

1976 to present	Assistant Administrator for Planning and Evaluation, Veterans Administration Central Office (VACO), Washington, D.C.
1974 to 1976	Executive Assistant to the Administrator, VACO, Washington, D.C.
1971 to 1974	Confidential Assistant to the Deputy Administrator of Veterans Affairs, VACO, Washington, D.C.
1969 to 1971	Management Analyst, Office of the Administrator, VACO, Washington, D.C.
1967 to 1969	Management Analyst, VA Hospital, Washington, D.C.
1966 to 1967	Management Analyst, VACO, Washington, D.C.
1961 to 1966	Legislative Assistant to Congressman Harvey, Washington, D.C.
1955 to 1961	Self-employed, Owner-Partner-Manager of three retail and services businesses in Dunkirk, Middleton and New Castle, Indiana
1952 to 1954	U.S. Marine Corps

Education:

Indiana University—1947-48
Franklin College, Franklin, Indiana, B.A.—1952

ASSISTANT ADMINISTRATOR FOR CONSTRUCTION

Viggo P. Miller

GS-18 \$39,600 p.a.

Career Executive Assignment

Born in Askov, Minnesota
May 6, 1913

Significant Work Experience:

8/70 to present	Assistant Administrator for Construction, Veterans Administration Central Office (VACO), Washington, D.C.
10/63 to 8/70	Director, Budget Service, Office of the Controller, VACO
5/63 to 10/63	Associate Director, Medical Facilities Requirements Service, Department of Medicine and Surgery (DM&S), VACO
8/59 to 5/63	Director, Medical Facilities Requirements Staff, DM&S, VACO
9/55 to 8/59	Chief, Staff Services Division, Office of the Controller, VACO
2/54 to 9/55	Acting Chief, Staff Services Division, Office of the Controller, VACO
8/49 to 2/54	Budget Examiner, Budget Service, VACO
5/49 to 8/49	Administrative Officer, Office of the Administrator, VACO
4/48 to 5/49	Assistant Chief, Budget Division, VA Branch Office 8, St. Paul, Minnesota
11/46 to 4/48	Chief, Organization and Procedures Section, VA Branch Office 8, St. Paul, Minnesota
6/46 to 11/46	Assistant Chief, Planning Section, VA Branch Office 8, St. Paul, Minnesota
4/43 to 6/46	U.S. Navy

Education:

Grand View College—1933-35
University of Minnesota, B.S.—1937
University of Minnesota, M.A.—1938
American University—Course work completed for Doctorate

Other Information:

Chief Medical Director's Commendation—1961
Several Outstanding Performance Ratings and Quality Increases



DIRECTOR, CONTRACT COMPLIANCE SERVICE

Nathaniel H. Pierson

GS-16 \$39,600 p.a.

Career Executive Assignment

Born in Glen White, West Virginia

May 10, 1928

Significant Work Experience:

4/74 to present	Director, Contract Compliance Service, VACO, Washington, D.C.
7/71 to 4/74	Associate Director for Construction Management, OFCC, Department of Labor, Washington, D.C.
3/71 to 7/71	Special Assistant to the Director, OFCC, Dept. of Labor, Washington, D.C.
9/70 to 3/71	Contract Compliance Advisor, OFCC, Dept. of Labor, Washington, D.C.
7/68 to 9/70	Deputy Assistant Director for Construction, OFCC, Dept. of Labor, Washington, D.C.
1/65 to 7/68	Supervisory Labor Economist, Dept. of Labor, Washington, D.C.
10/61 to 1/65	Labor Economist, Dept. of Labor, Washington, D.C.

Education:

Morgan State College, B.A.—1959
Cornell University, Ithaca, NY, M.S.—1961
Stanford University

Other Information:

Graduate Assistantship, Cornell University—1959-61
Meritorious Achievement Award, Dept. of Labor—1970
Sloan Executive Fellowship—1972-73
Administrator's Commendation—1976

CHIEF MEDICAL DIRECTOR

John D. Chase, M.D.

Title 38 \$44,000 p.a.

Excepted

Born in Detroit, Michigan
September 24, 1920

Significant Work Experience:

4/74 to present Chief Medical Director, Department of Medicine and Surgery (DM&S), Veterans Administration Central Office (VACO), Washington, D.C.

4/73 to 4/74 Physician (Chief Medical Service), VAH Tacoma, Washington

2/71 to 4/73 Associate Deputy Chief Medical Director, DM&S, VACO

8/68 to 2/71 Assistant Chief Medical Director for Professional Services, DM&S, VACO

6/66 to 8/68 Hospital Director, VAH Oklahoma City, Oklahoma

4/63 to 6/66 Chief of Staff, VAH Houston, Texas

7/62 to 4/63 Chief of Staff Trainee, VAH Long Beach, California

11/56 to 7/62 Physician (Chief, Cardiology), VAH Vancouver, Washington

7/52 to 11/56 Physician, VAH Vancouver, Washington

7/50 to 7/52 Instructor in Internal Medicine, Wayne University Medical School, Detroit, Michigan

6/46 to 6/48 U.S. Navy

5/43 to 6/45 U.S. Navy

Education:

Wabash College, B.A.—1942
Western Reserve University, M.D.—1945

Other Information:

Director's Commendation, 1966
Commendation, American Red Cross, 1966
Outstanding Performance Rating, 1968
Meritorious Service Award, 1973



CHIEF BENEFITS DIRECTOR

Rufus H. Wilson

Executive Level V \$37,800 p.a.

Excepted (Schedule C)

Born in Sweetwater, Tennessee
September 14, 1925

Significant Work Experience:

1/75 to present	Chief Benefits Director, Department of Veterans Benefits, Veterans Administration Central Office (VACO), Washington, D.C.
1974 to 1/75	Director, National Cemetery System, VACO, Washington, D.C.
1970 to 1974	Associate Deputy Administrator of Veterans Affairs, VACO, Washington, D.C.
1969 to 1970	Chief Benefits Director, Veterans Administration, Washington, D.C.
1965 to 1969	Manager, Veterans Administration Regional Office (VARO), Baltimore, Maryland
1965	Manager, VARO, Lincoln, Nebraska
1958 to 1965	Manager, VARO, St. Petersburg, Florida
1956 to 1958	Director, Congressional Liaison Service, VACO, Washington, D.C.
1955 to 1956	Executive Assistant, Field Service of DVB, VACO, Washington, D.C.
1954 to 1955	National Commander of AMVETS, Washington, D.C.
1954	Confidential Assistant to the Special Assistant, VACO, Washington, D.C.
1947 to 1954	Employed by AMVETS in various capacities
1943 to 1945	U.S. Marine Corps

Education:

Mt. Vernon College of Law, Baltimore, Maryland, L.L.B., 1969

Other Information:

National Civil Service League Award--1975

CHIEF DATA MANAGEMENT DIRECTOR

William R. Martin

GS-18 \$39,600 p.a.

Career Executive Assignment

Born in Portland, Oregon
November 17, 1925

Significant Work Experience:

8/75 to present Chief Data Management Director, Department of Data Management, Veterans Administration Central Office (VACO), Washington, D.C.

9/72 to 8/75 Director for Executive Review, Office of the Administrator, VACO

8/63 to 9/72 Staff Assistant, Office of the Administrator, VACO

6/62 to 8/63 Assistant for Management of Operations, Evaluations Staff, Department of Veterans Benefits (DVB), VACO

3/55 to 6/62 Management Analyst, DVB, VACO

7/51 to 3/55 Organization and Methods Examiner, Administrative Services, Asst. Admin. for Contact and Administrative Services, VACO

3/43 to 3/46 U.S. Navy

Education:

Walla Walla College, B.S.—1951

Other Information:

Numerous Outstanding Performance Ratings
Special Achievement Award—1972
Exceptional Service Award—1973
Meritorious Service Award—1974



DIRECTOR, NATIONAL CEMETERY SYSTEM

John W. Mahan

Executive Level V \$37,800 p.a.

Excepted (Schedule C)

Born in Helena, Montana

June 24, 1923

Significant Work Experience:

1/75 to present Director, National Cemetery System, Veterans Administration Central Office (VACO),
Washington, D.C.

9/73 to 1/75 Deputy Director, National Cemetery System, VACO, Washington, D.C.

7/73 to 9/73 Staff Assistant to the Administrator of Veterans Affairs, VACO, Washington, D.C.

12/65 to 6/73 Chairman of Subversive Activities Control Board, Washington, D.C.

10/65 to 12/65 Member, Subversive Activities Control Board, Washington, D.C.

6/49 to 10/65 Private law practice, Helena, Montana

10/42 to 1/46 U.S. Navy (Marine Corps)

Education:

University of Montana, L.L.B.—1949
Carroll College

Other Information:

Past National Commander of Veterans of Foreign Wars

TO DO THE VA JOB:

About 220,598 employees in pay status as of September 30, 1976, in many different occupational fields, at 354 locations in the 50 states, D. C., Puerto Rico, and the Philippines.

**VA EMPLOYEES
(September 30, 1976)**

	Total	Central Office	Field
TOTAL	220,598	3,974	216,624
Staff Offices	2,851	2,200	651
Department of Veterans Benefits	20,038	440	19,598
Department of Data Management	1,856	250	1,606
Department of Medicine and Surgery	194,855	933	193,922
National Cemetery System	998	151	847

**BY TYPE OF INSTALLATION
(September 30, 1976)**

Central Office	3,974
Field:	
Hospitals	167,862
Hospital-Domiciliary Centers	16,165
Regional Offices, including Manila	16,663
RO and Hospital Centers	8,572
RO and Insurance Centers	2,097
Outpatient Clinics (Independent)	1,403
Data Processing Centers	1,797
Supply Depots and Marketing Center	451
Domiciliary (Separate)	329
National Cemeteries and Supervising Offices	847
Miscellaneous activities (including Veterans Canteen Service Field Offices; Prosthetic Center; and Records Processing Center)	438
Total	220,598



THE VA WORK FORCE—AN OCCUPATIONAL SAMPLE*
September 30, 1976

MEDICAL, DENTAL, HOSPITAL AND PUBLIC HEALTH

Dental Assistants & Technicians	1,560
Dentists (incl. Career Residents, Consultants)	870
Dietitians	1,050
Interns (Medical)	890
Licensed Practical Nurses	7,480
Medical Aids (Sterile Supplies)	1,210
Medical Officers	130
Medical Technicians and Technologists (misc.)	9,870
Nurse Anesthetists	490
Nurses (incl. Consultants)	25,940
Nursing Assistants	24,830
Physicians (incl. Career Residents, Consultants and Attendings)	9,730
Physician Assistants	190
Residents (6,130 Medical & 260 Dental)	6,390
Therapists and Assistants	3,070

BIOLOGICAL, PHYSICAL AND SOCIAL SCIENCES

Biological Lab Aids & Technicians	1,060
Biologists and Microbiologists	420
Chemists	720
Pharmacists	1,400
Pharmacy Assistants	840
Psychologists	1,610
Recreation Specialists	590
Social Workers	2,640

OTHER PROFESSIONAL, ADMINISTRATIVE AND TECHNICAL

Accountants and Auditors	420
Accounting Technicians	860
Appraisers	230
Attorneys	580
Budget Analysts & Officers	150
Chaplains (490 part-time)	870
Computer Analysts & Programmers	760
Computer Systems Operators	340
Contact Representatives	3,040
Engineers and Architects	860
Librarians	360
Loan Specialists and Assistants	730
Management Analysts	470
Medical Administration Officers and Assistants	1,520
Personnel Officers	210
Realty Officers, Specialists & Assistants	190
Supply Officers, Specialists & Technicians	1,100
Veterans Claims Examiners	3,140
Vocational Rehabilitation Specialists	270

**A sampling of the scope and variety of occupations in VA and the number of employees in each occupation.*

CLERICAL

Clerk-Stenographers	2,120
Clerk-Typists	7,320
Clerks	8,010
Dictating Machine Transcribers	2,850
Fiscal Accounts, Payroll, Cash Clerks, etc.	2,180
Flexowriter Operators	280
Mail & File Clerks and Supervisors	3,700
Secretaries	4,980
Telephone Operators	850
Teletypists	420

SERVICE AND MAINTENANCE

Carpenters & Carpentry Workers	800
Cemetery Caretakers	410
Cooks, Bakers, Meatcutters	2,140
Electricians	950
Firefighters, Guards, Police	2,310
Food Service Workers	12,280
Housekeeping Aids	9,690
Laborers	990
Laundry Workers	2,100
Plant Operators	1,160
Plumbers and Pipefitters	850
Warehousemen	1,210



DISTRIBUTION OF EMPLOYMENT BY APPOINTMENT CATEGORY
September 30, 1976

COMPETITIVE SERVICE

157,578 or 71.4 percent

EXCEPTED SERVICE

63,020 or 28.6 percent

	Approx. No.
Full-time Title 38	
Physicians (6,210); Nurses (24,250)	
Dentists (850); Nurse Anesthetists (450)	
Physician Assistants (160); Others (230)	32,150
Part-time Title 38	
Physicians, Dentists, Nurses, Residents, Interns and Para-medical Personnel	14,800
Canteen Title 38	3,620
Schedule A	
Chaplains (870); Attorneys (580)	
Non U.S. Citizens at Manila (260)	
Summer Aids & Stay-in-Schools (1,640)	
Veterans Readjustment Authority (7,650)	11,000
Schedule C and Non-Career Executives	15
Other Excepted Appointments	1,435

VA SUPERGRADES

GS-18	GS-17	GS-16	TOTAL
6	13	*63	82

**Includes the following 8 positions excluded from quota:*

1. Director Field Operations (Research) DM&S
2. Principal Scientist, VAH, Bronx, New York
3. Chief of the Division of Molecular Biology, VAH, San Francisco, CA
4. Chief, Research and Development, Prosthetic Center, New York
5. Supervisory Research Chemist, VAH, Cleveland, OH
6. Research Chemist, VAH, New Orleans, Louisiana
7. Chief Calcium Research Lab., VAH, Kansas City, MO
8. Chief Basic Biochemistry Unit, VAH, Dallas, TX

QUOTA SUPERGRADES

Grade	Career Executive Assignment	Non-Career Executive Assignment	Schedule A	Total
GS-18	5	1	-	6
GS-17	11	-	2	13
GS-16	<u>47</u>	<u>2</u>	<u>6</u>	<u>55</u>
Total	63	3	8	74



The
Federal
Manager's
Responsibilities

Under
The Merit
System

**United States
Civil Service Commission**
Washington, D.C.



Pamphlet 78

Revised May 1975

The
Federal Manager's
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Civil Service Commission

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THE FEDERAL MANAGER'S RESPONSIBILITIES UNDER THE MERIT SYSTEM

Hiring and retaining the best qualified employees is a matter of vital importance to you as a Federal manager. It is equally important to the Nation. The system designed to help you accomplish that important task already exists, ready to serve you. The way you understand and use it will influence your success as a manager.

The Law—

When managers in Government deal with public funds they know they must conform to certain rules. To make a valid contract, bids must be taken; specifications must be drawn with great care; all parties must be treated fairly. Managers conform to these requirements, designed to protect the public interest, because they know the law, and know that serious violations could place them in personal jeopardy.

Personnel management in the Federal Government also is based on laws and regulations requiring similar conformity on fundamental matters. Personnel management, in the final analysis, also involves public funds. Unfortunately, some administrators do not take the trouble to learn the system under which they seek to operate.

The system is designed to assist managers in accomplishing agency missions, and flexibility is therefore built-in; but its tolerance is quite limited for a manager who neglects to learn the rules, violates them, and then calls upon the personnel director or the Civil Service Commission for rescue late in the game. Like the financial system, the personnel system makes an unequivocal demand for fairness. The manager who overlooks this point is heading for trouble.

—And the Profits

Many positive advantages accrue to the manager who learns and follows the civil service system. It is based on merit (read "ability" if you prefer that word). For more than 90 years it has helped Government managers employ people of top caliber—employees who can hold their own with the best in the Nation.

Like any large organization, Government has some marginal performers. But the manager who knows the civil service system and uses it intelligently not only will have very few marginal performers, but also will profit in employee respect, high morale, and quality performance. The mechanism to support managerial success exists. All you have to do is learn to use it.

This publication is intended to help you do so.

THE HIRING PROCESS

In most Government agencies there are many career civil service positions to which a substantial body of rules applies, rules designed to help select the best qualified individual for each position. The manager's best guide in filling these positions is the agency personnel director whose mission is to help the administrator accomplish everything legitimately possible, and to avoid improper or illegal methods. The personnel director is well informed on the rules, the exceptions, and the flexibilities in the system. You should consult this officer early and often.

In addition, in most agencies there are also positions that have been excepted from civil service rules for a variety of reasons. For a good explanation of these reasons, refer to a Civil Service Commission pamphlet called "The Federal Career Service . . . At Your Service." * This publication contains a full explanation of excepted positions in Schedules A, B, and C as well as Noncareer Executive Assignments and positions excepted by law. It is equally important for the manager to know—and abide by—the rules that apply to these "noncareer" positions. In other words, both sets of rules are important to you.

* Personnel Advisory Series No. 2

Eliminate Non-Merit Factors

When filling a competitive civil service position, you must follow the Federal personnel laws and regulations. You must NOT ask—either directly or indirectly—for information on the applicant's political or religious affiliations. You must not arrange for someone else to secure the information, or secure it yourself from other sources. If you happen to have the information already, you must not give it any weight in making the appointment.

This prohibition extends all up and down the line, from top management and key staffers in the career service to the bottom. You are also prohibited from sending a name to someone else, in or outside the Government, for political clearance.

In short, it is illegal for political or other nonmerit considerations such as race, religion, sex, or age to enter the appointment process for any competitive civil service position high or low. If you need politically sympathetic persons in policy-making or confidential positions, that is what Schedule C and Noncareer Executive Assignments in the excepted service are for.

You must not shortcut the appointment process and assure an individual "you have the job" until all aspects of the appointment are completed by your personnel director. Not only does such assurance guarantee poor personal relations if the individual does not in fact receive the appointment, it is also totally improper under the merit system. It could result in your being personally responsible for an illegal appointment.

No Preferential Treatment

It is equally improper if you give preferential treatment in securing a competitive appointment to certain individuals at the expense of others. For example, a person referred to you by a friend for employment consideration may be qualified, and consideration of this person may be entirely proper after an application is rated eligible by the Commission. But if you consider this individual exclusively,

without giving other qualified applicants an equal opportunity, you are violating the merit system.

The words "open competitive," as applied to the merit system, mean what they say. Preferential treatment for competitive jobs cannot be justified.

Name Requests

Name requests are a means by which Federal managers can obtain consideration of a particular individual or individuals for possible inclusion on a certificate of eligibles. However, agencies should begin recruiting by giving first, full consideration to their own qualified employees. Then, if an agency wishes to recruit beyond its employees, it should consider candidates on the Commission's competitive lists of eligibles and the Commission's career employee referral sources.

The Commission's lists of eligibles resulting from open competitive examinations frequently contain large numbers of well-qualified candidates. When Commission lists of eligibles do not contain sufficient names of such candidates, agencies are then encouraged to look outside to appropriate sources. These may include normal recruiting sources—college contacts, professional organizations, etc.—or job applicants.

Name request applicants must meet the qualification requirements, selective factors, or quality ranking factors that the certifying office determines are valid. Commission offices do not give special consideration to name requests.

Use of Experts and Consultants

Experts and consultants are persons having abilities not generally available in the regular work force of an agency. When appropriate, they may be brought into Government for a temporary or intermittent period under a law that permits employment outside of regular civil service procedures.*

This authority is decidedly useful, since it enables a manager to reach out and procure the services of experts in various specialized fields in which regular staff lacks special competence. But because they do shortcut

* 5 USC 3109 and other similar authorities.

competitive procedures, these authorities are subject to potential abuse. On no account, for example, may an expert or consultant be placed in a competitive position. Also, the nature of the work assignments must be temporary or intermittent. The Commission carefully reviews the use of experts and consultants during its periodic evaluations of personnel management programs.

UTILIZING HUMAN RESOURCES

Classification—Key to Integrity

The Congress has established two major classification systems intended to help provide equal pay for equal work in the Federal Government:

(1) The General Schedule Classification System, which covers more than 1 million white-collar workers in professional, administrative, technical, clerical, and protective occupations; this classification plan has 18 grades. Under the Classification Act, the Civil Service Commission and the agencies have responsibility for grading jobs and placing them within the General Schedule (GS-1 to GS-18). Agencies are responsible for such classification of jobs up through GS-15, using standards published or approved by the Commission. However, this authority may be withdrawn by the Commission if abuses occur.

(2) The Federal Wage System which covers more than 600,000 blue-collar workers in trades, crafts, laboring, and similar occupations. The Federal Wage System Classification Plan (called the Job Grading System) has 15 nonsupervisory grades and separate grading structures for supervisors and others. All jobs under that system must be graded in accordance with or consistent with the common job grading standards and instructions published by the Commission. For jobs not covered directly by published standards, grades are determined by comparison with standards for most nearly related occupations.

Each supervisor, in collaboration with a trained classification analyst from the personnel office, has an important responsibility in establishing the proper

classification of jobs. The supervisor assigns the duties that ultimately determine the grade of each job, and certifies that the job description correctly reflects those duties. Thus, when a classification analyst assigns a grade (and hence a salary level) to the job, the supervisor has played a key role in setting the correct grade.

This is an important matter because the correct evaluation of each job is the key to the integrity of the entire salary system. If a job is undergraded, the employee is cheated. If you permit a job to be overgraded, you are cheating the taxpayer.

Evaluating Performance

Proper evaluation of employee performance is second only to job evaluation as a key to system integrity.

Prompt, fair, and thorough appraisal of staff performance, with attention to promotion actions when warranted, can do much to create harmony and dedication within the work force. Your personnel officer is familiar with the latest methods to achieve uniformity of judgment in employee evaluation. Unrealistic evaluations, either too high or too low, ultimately damage the employee's career advancement and should be avoided.

If an employee's performance is less than satisfactory, adherence to the merit system requires that:

- performance improves to a satisfactory level, or
- employee shifts to other duties, and performs satisfactorily, or
- employee must be separated.

(See *Fairness and Objectivity in Adverse Actions* below).

Promoting on Merit

When it comes to merit promotions, Federal managers should remember they must both do right and look right. They must not only follow the rules, but must clearly communicate the rules and how they carry out the rules to their employees. Why? Because merit promotion practices are among the most controversial and least understood areas in the Federal service. Studies show that employees have little trust in the merit promotion system.

The mistrust stems from what the managers do, and the way employees perceive these actions.

There is, in fact, nothing mysterious about merit promotion. It's based on fairness—fairness to able employees, and to the system's need for able employees and officials. The Civil Service Commission sets the merit promotion guidelines for agencies, permitting agency choice of method of evaluating candidates—that is, promotion based on performance tests, performance evaluations, interviews, or reviews of experience and training. The Civil Service Commission discourages the use of written tests. The Federal Merit Promotion Policy does not require that all vacancies be filled by promotion; it may not be feasible to fill all jobs from within. Where employees can prove discrimination in promotion, corrective action may be ordered.

It follows that you as a manager will not only try to ensure fairness and equity in all promotion actions, but will "translate" to the employees how you are making your decisions. In the interest of fairness and good management, as well, you will use merit promotion to upgrade your employees and develop future officials from within your own offices.

Incentive Awards

An employee who consistently outperforms others deserves special recognition. The Federal Incentive Awards program provides many avenues for such recognition, which may take the form of an honorary or cash award, or an additional within-grade salary increase, depending on the nature and value of the contribution.

Knowing when and how to recognize employee performance through these and other means of recognition is most important for the manager. Through the proper use of awards, employees are encouraged to strive for excellence in their performance and to think constructively about improving Government operations. Conversely, undeserved or improper use of recognition will have a destructive effect upon employee productivity and organizational effectiveness.

Your personnel officer has full information, and can be helpful in making equitable and effective use of awards.

Employee Development

Development of employees is a basic responsibility of line managers, and training courses provide one (but not the only) method of meeting that responsibility. Employee development through training is officially sanctioned by the United States Government, as provided for in title 5, U.S. Code, Chapter 41, and as outlined in Executive Order 11348. In addition to developmental opportunities provided employees by challenging new assignments and on-the-job training, agencies may improve their employees' performance in these ways:

- setting up "in house" training programs
- sending employees to other Government training programs
- using non-Government facilities for training not reasonably available within Government
- paying employee expenses to meetings that will contribute to better supervision and management of substantive functions
- permitting employees to accept training contributions and awards from non-Governmental sources.

It is important to note that training must always be directed toward clearly defined objectives in response to specific agency needs.

In selecting among employees for special training, the manager should consider these factors which relate both to the employee *and* to the work to be done:

- relative degree of employees' needs for training
- their relative potential for advancement
- degree of performance improvement which may be expected from training
- their relative ability to pass the training on to others
- the length of time the agency expects to benefit from each employee's improved knowledge and performance
- training opportunities previously afforded
- employees' own interests and efforts to improve their work.

Moreover, in selecting employees for training, the manager must bear in mind that there must be no discrimination because of race, color, religion, sex, national origin, or other factors unrelated to the need for training.

Contributions

Federal employees are traditionally generous in their response to charity drives and appeals to buy Government savings bonds, and managers are urged to encourage such participation. Coercion to contribute for any purpose, however, must never be practiced.

Equally out of place, and illegal as well, are efforts to solicit political contributions from classified civil service employees.

Both the Hatch Act and the basic Civil Service Act rule out practices in which an employee's job tenure, promotion, or a favorable performance rating is made contingent on contributions to a political campaign.

The foregoing statements apply with equal strength whether coercion is practiced openly or concealed by indirection.

AT THE CENTER—EQUAL EMPLOYMENT OPPORTUNITY

Equal opportunity for all citizens, irrespective of any nonmerit factor, is so synonymous with the Federal civil service system that some might question the need of any special effort to insure equal employment opportunity (EEO).

Your responsibility as a manager is to use your influence in such a way that equal opportunity is an integral part of the personnel system. In full harmony with merit principles, the system must treat all persons fairly as individual competitors—not only at the time of initial appointment, but in every aspect of the employment situation—regardless of their age, race, color, religion, sex, or national origin.

While it is important to understand and encourage the EEO program, it is far more important to be certain that

equal opportunity is a part of every personnel action, at every level in your agency, and this is the standard managers will be expected to achieve. Anything less is a violation of law.

The Equal Employment Opportunity Act of 1972 for the first time brought Federal agencies under the Civil Rights Act of 1964, as amended.* The Civil Service Commission is authorized to enforce provisions of the Act within the Federal Service. The Commission's primary duty is to assure that all personnel actions in the Federal Government are not merely free from discrimination, but reflect affirmative efforts to assure and foster equal employment opportunities.

THE BILATERAL IMPERATIVE

In utilizing human resources, Federal managers should be mindful of the requirements of the labor-management philosophy and program supported by four Presidents through successive Executive orders: That the well-being of employees and efficient administration of Government are benefited by providing employees an opportunity to participate in formulating and implementing personnel policies and practices affecting the conditions of their employment.

Dealing affirmatively with employee concerns—a cornerstone of modern personnel-management systems—is essential to the efficient and effective administration of Government. Where employees have chosen to be represented by a labor organization, management has an explicit obligation to deal with that organization in making appropriate personnel decisions affecting them. Failure to live up to this obligation constitutes a violation of Executive Order 11491, as amended, governing labor-management relations in the Federal service.

FAIRNESS AND OBJECTIVITY IN ADVERSE ACTIONS

Employees have rights that must be respected, but as a manager you also have responsibilities—a mission to

* Public Law 92-261.

accomplish. In the course of mission accomplishment you often face tough personnel decisions—promotion decisions and disciplinary actions for example—and difficult decisions are what you are being paid for.

One of the basic principles of merit is that employees are hired *and retained* on the basis of performance. So it follows that those who do not perform satisfactorily, or whose conduct adversely affects their performance, must be disciplined or separated.

When an employee proves to be a poor choice from the beginning, or at any time within the probationary period, separation should be accomplished before that period expires. The probationary period is regarded as an extension of the examination—an actual trial on the job. During this time, it is a simple matter to separate an employee who is not measuring up on the job.

Following completion of the probationary period, employees in the competitive service are carefully protected against arbitrary or capricious removal. Many employees in excepted jobs also have such protection through veteran preference or for other reasons. Thus, when it is necessary in your judgment to proceed to discipline or remove an employee, the action must be taken for good reasons, clearly specified in writing so the employee will have full opportunity to answer. Moreover, the answer must be considered and final decision made by an official higher than the official who proposed the action.

Since there are precise statutory and regulatory procedures governing adverse actions, you will be wise to consult your personnel director for advice. Because employee protections are buttressed by appeal rights, it is extremely important that adverse actions be handled with complete fairness and objectivity, and that each step be handled carefully by an expert. As in every other action under the merit system, the touchstone is fairness.

This brief pamphlet cannot tell you all the manager should know about the merit system, but it covers the most essential points. Put into practice, merit principles not only assure fairness and equity for employees, but also are good guarantees for the manager to obtain operational effectiveness.

THE COMPETITIVE SERVICE

THE KEYSTONE

A merit system.

Appointments to the competitive service are made on the basis of merit and fitness, without discrimination for any reason.

THE BASIS

Civil Service Act of 1883. Now Title 5 U.S.C.

The Act established a merit system providing for competitive examinations and the making of appointments to the competitive service from those graded highest in the examination.

Since the original Act, Congress and the President have framed a series of laws and Executive Orders which govern Federal employment.

THE OBJECTIVES

The merit system is designed to provide:

The best qualified available personnel for government service.

Equal Opportunity for all interested citizens to be considered for Federal jobs on the basis of qualifications and suitability.

Continuity of service through periodic changes in political administration.

THE INSTRUMENTALITY

The Civil Service Commission

The merit system is supervised by the Civil Service Commission, a bipartisan body of three members appointed by the President.

The Commission publishes rules and regulations, based on laws and Executive Orders, governing Federal employment. These are binding on all Federal departments and agencies.

PRINCIPAL FEATURES OF THE COMPETITIVE SERVICE

COMPETITIVE HIRING

Open competitive examinations, based on qualification standards, with selection from among those rated highest.

JOB CLASSIFICATION

Positions classified in accordance with, or consistent with, standards published by the Civil Service Commission, as required by Title 5 U.S.C.

PAY

Pay scales for annual salaried employees established by law and geared to classification "grades." Prevailing rates of pay for so-called "blue-collar" workers, based on locality wage surveys.



MERIT PROMOTIONS

Promotion of best qualified in accordance with published promotion plans.

EMPLOYEE TRAINING

To keep employee skills and knowledge at maximum effectiveness.

GRIEVANCE AND APPEALS

Employees given full opportunity to air their grievances and seek redress.

PERFORMANCE EVALUATION

Job performance rated against performance requirements.

INCENTIVES AND EMPLOYEE RECOGNITION

Honor or cash awards for unusual work performance, and for employee suggestions resulting in improvement or economy in operations.

REMOVALS AND DISCIPLINE

Separation or discipline of unsatisfactory employees in accordance with procedures which guard against arbitrary or unfair action.

REDUCTION-IN-FORCE

Preference for retention given according to tenure of appointment, veterans preference, length of service, and performance rating.

RETIREMENT

Annuity based upon earnings and length of service; plan includes disability retirement and survivor annuities.

LEAVE

Annual and sick leave earned and accumulated, and leave to perform military duty.

GROUP LIFE INSURANCE

\$10,000 minimum insurance coverage. Employees earning more than \$8,000 have higher coverage based on annual salary. Cost shared by Government. Coverage optional with employee. An additional \$10,000 coverage may be purchased at employee's option.

HEALTH BENEFITS

Hospitalization and other benefits for employee and family. Cost shared by Government. Coverage optional with employee.

COMPENSATION FOR INJURY

Protection in case of job-incurred injury or disease. Medical care, partial salary continuation, death benefits, etc.

REPRESENTATION AND RECOGNITION

Employees have the right to join or refrain from joining unions.

Unions, after obtaining representation rights in an election, may negotiate with agency management over personnel policies and working conditions subject to law, regulations and policy.

Right to strike is prohibited.

DISCRIMINATION COMPLAINTS AND APPEALS

Employees given full opportunity to make their feelings known and seek redress if related to race, religion, color, national origin, sex or age.



HOW EMPLOYEES ARE HIRED IN THE COMPETITIVE SERVICE

A. APPOINTMENT OF INDIVIDUALS TO POSITIONS IN GRADES GS-15 AND BELOW

1. Appointments to positions in the competitive service are made from appropriate Civil Service registers established through open competitive examinations. The person to be appointed must be "within reach" on the register. This means that the selection is made from the top three names on the register. The top three on the list, or a veteran, cannot be passed over to reach someone else unless justifiable reasons for doing so are sustained by the Civil Service Commission.

2. Individuals selected through this procedure receive a career-conditional appointment in the competitive service. This type of appointment leads to a competitive Civil Service status. After three years, including successful completion of the one year probationary period, a career-conditional appointment automatically is converted to a career appointment.

3. If an appropriate register is not available, the Civil Service Commission will issue temporary appointing authority. The proposed appointee must meet qualification standards and compete with other candidates who have applications on file with the personnel office. Preference is given to veterans.

B. APPOINTMENTS OF INDIVIDUALS TO POSITIONS IN GRADES GS-16, 17 & 18

Appointments of individuals to positions at these grade levels come under the Executive Assignment System.

C. OTHER METHODS FOR FILLING A COMPETITIVE SERVICE POSITION

1. By promotion and reassignment of a competitive service employee in the same agency.
2. By transfer of a competitive service employee from another agency.
3. By reinstatement of a former Federal employee with competitive status.
4. By conversion of a Veterans Readjustment Appointment (excepted) to career-conditional status after two years of service.

HOW EMPLOYEES IN THE COMPETITIVE SERVICE ARE SEPARATED OR REMOVED

A. DURING PROBATIONARY PERIOD

1. For the first year following an employee's competitive appointment, he/she serves a probationary or trial period. During this time, he/she may be separated for unsatisfactory job performance, disciplinary reasons, or otherwise failing to qualify for this position. Such separation requires only simple written notice to employee giving specific reasons.

2. If separated for conditions that existed prior to appointment, advance notice in detail is required. Employee has right to reply. These employees can appeal, based on discrimination, and on the grounds that the agency failed to follow proper procedures.

B. AFTER PROBATIONARY PERIOD

Laws and regulations require that an employee being removed for cause be given 30 days' written advance notice detailing the basis for proposed removal. He/she must be given an opportunity to reply personally, or in writing, and to see the evidence. He/she must be given a written decision. Employee may appeal within the agency and to Civil Service Commission, then have an opportunity for a hearing on appeal. The Commission may direct the employee's restoration based either upon the agency's failure to follow prescribed procedures or upon the merits of the case.



THE EXCEPTED SERVICE

1. The excepted service includes all positions in the executive branch of the Federal Government which are specifically excepted from the competitive service by statute, by the President, or by Civil Service rules.

2. The types of excepted positions in VA are:

a. **Schedule A Positions.** Positions other than those of a confidential character for which it is not practical to examine. In VA, this includes attorneys, chaplains, temporary workers on construction projects, employees in special programs such as the Summer Youth Program, certain rehabilitation technicians (drug and/or alcohol dependence), Veterans readjustment appointments for Vietnam era veterans and non-citizen, in absence of qualified citizen applicants.

b. **Schedule C Positions.** Positions of a confidential or policy determining character. Schedule C positions can be in the Executive Schedule or in grades GS-15 and below.

c. **Non-Career Executive Assignments.** Positions with responsibilities similar to those in Schedule C are designated as non-career Executive Assignments when they are in grades GS-16, 17 and 18. Establishment of such positions is subject to the numerical ceiling imposed by statute on supergrade positions.

d. **Canteen Service Positions.**

(1) Primarily sales clerks and food service workers at hospital canteens, recruited locally. Hourly pay based on locality wage rates.

(2) Canteen managers and assistant managers are recruited by Canteen Service Field Offices, with annual salary based on size, sales, etc., of canteen to which assigned.

(3) Employees are paid from Veterans Canteen Service revolving fund authorized by Congress, and subject to Civil Service Retirement Act, Veterans Preference Act and Federal Employees' Compensation Act. Other conditions of employment are prescribed by the Administrator.

APPOINTMENTS TO SCHEDULE A POSITIONS

1. **Attorneys.** If candidate was not previously employed in the Federal Service, or if he is a former Federal employee without veterans preference, he must be rated according to pre-determined standards by a VA Board of Excepted Service Examiners. To be appointed an applicant must be "within reach" on the certificate issued by the Board.

2. **Chaplains.** The Chaplain Service processes applications and approves appointments for chaplain service.

3. **Temporary Construction Workers.** Appointed from list furnished by field station Board of Excepted Service Examiners.

4. **Special Programs.**

(1) Specific appointment authorities apply for summer employment of needy young persons under the Summer Youth Program; part-time employment of needy students under the Stay-In-School Campaign; Veterans readjustment appointments of Vietnam era veterans; and other special programs.

(2) Under a written agreement between VA and the Civil Service Commission. Mentally retarded persons may be hired if certified as employable in the specific position by a State rehabilitation agency.

5. **Appointments to Schedule A Positions in GS-16, 17, and 18.** The Civil Service Commission must approve the qualifications of appointees to Schedule A positions in grades GS-16, GS-17, and GS-18. Preliminary ratings are made by the VA Central Board of Excepted Service Examiners of candidates who are not former Federal employees, or who are former Federal employees without veterans preference.

APPOINTMENTS TO SCHEDULE C POSITIONS

1. The Administrator can hire directly on the basis of personal choice.
2. Appointee must meet minimum qualification standards established by the Administrator,

OR

3. If he desires, the Administrator can have the candidate rated by the VA Central Board of Excepted Service Examiners. Selection is then made in the usual order from a certificate issued by that Board. Appointee must be "within reach" on the certificate.

EXCEPTED SERVICE REMOVALS

1. **Schedule A.**
 - a. **Less than 1 year of current continuous service.** Simple notice that services are no longer required.
 - b. **After 1 year of current continuous service.** Procedures are the same as for competitive service employees after probationary period. Veteran preference only have right to appeal to the CSC.
2. **Schedule C or Non-Career Executive.**
 - a. If the employee is not a veterans preference eligible or if the veterans preference eligible has less than one year of current continuous service, all that is necessary is a simple notice that services are no longer required. It would appear, however, that it would be good personnel practice to provide the employee with at least general reasons why the action is being taken. This notice may be less than 30 days.
 - b. A veterans preference eligible having one year of current continuous service must be provided with protections of the Veterans Preference Act which would include a 30 day notice containing specific reasons, opportunity for reply and, following the decision, the opportunity to appeal to the Civil Service Commission.



MEDICAL PERSONNEL IN DEPARTMENT OF MEDICINE AND SURGERY

1. **Physicians, Dentists, Podiatrists, Optometrists, Nurses, Physician Assistants and Expanded-Function Dental Auxiliaries.** A separate career service established by act of Congress; now covered under Title 38, U.S.C., Chapter 73.

2. **Appointment.** U.S. citizenship, graduation from approved schools, and licensure, registration, or equivalent, required. When qualified citizens cannot be recruited, non-citizens may be employed. Professional Standards Boards, appropriate to position, determine eligibility for appointment.

3. **Pay.**

a. "Grade" of applicant determined by Professional Standards Board, based on qualifications—professional education and experience of individual. Pay ranges from various grades established by law. Hospital Director and Executive Grade salaries are set within the statutory pay ranges under criteria approved by the Administrator. Salary rates are limited by law to the rate for Level V of the Executive Schedule, currently \$39,600.

b. In view of this salary ceiling. VA has temporary statutory authority to pay a bonus, "special pay," for physicians and dentists, generally, in patient care activities.

4. **Removal.** During the three-year probationary period, employee may be removed upon recommendation of local Professional Standards Board and final decision by Chief Medical Director. Permanent employee may be removed after recommendation of disciplinary board appointed by Chief Medical Director, except for positions for which Administrator retains approval authority. Removals approved by the Chief Medical Director may be appealed to the Administrator. There is no appeal beyond the Administrator.

5. **Other Conditions of Employment.** Within framework of Title 38, U.S.C., Administrator prescribes regulations for DM&S career service. Rights and benefits closely parallel those of other career employees, except for appeal rights to Civil Service Commission.

6. **Medical Support Personnel and Trainees.** Title 38, U.S.C., Chapter 73, also provides authority to hire medical support personnel for limited periods of time. "Trainees" in such professional areas as psychology, social work, audiology and speech pathology, and dietetics are also employed under this authority.

DELEGATION OF APPOINTING AUTHORITY

1. Appointing authority includes authority to hire, to promote, to separate, and to effect other personnel actions.
2. Generally, appointing authority is delegated to field station Directors for all field employees, except for certain key positions. Appointing authority for these key positions is "centralized" to the Administrator or to the Department head.
3. Centralized positions are limited to those key field positions which should receive top level attention in Central Office.
4. Personnel actions involving positions centralized to the Administrator, e.g., Directors and Assistant Directors, require prior approval of the Administrator.

POSITIONS FOR WHICH APPOINTING AUTHORITY IS RESERVED TO THE ADMINISTRATOR

1. All positions in the Administrator's immediate office; Deputy Administrator; Associate Deputy Administrator; and Assistant Deputy Administrator.
2. Department heads; Assistant Administrators; Director, National Cemetery System; General Counsel; Controller; Director, Information Service; Director, Contract Compliance Service; and Manager, Administrative Services.
3. The Chairmen of the Board of Veterans Appeals and the Contract Appeals Board.
4. Directors and Assistant Directors of field stations and National Cemetery Supervisory Offices; Superintendents and Assistant Superintendents of National Cemeteries.
5. Assistant to the Director, or Special Assistant at field stations where there is no Assistant Director position, or where the latter position is vacant.
6. Any position, regardless of title, with preponderant duties designed to train prospective Director or Assistant Directors.
7. All positions designated in Title 38, U.S.C. 4103, for example, Chief Medical Director; Deputy Chief Medical Director; Associate Chief Medical Director; Director, Nursing Service; etc.
8. Positions of Director of Service in Central Office.
9. Positions of Distinguished Physician, appointed under Title 38, U.S.C. 4114; and Executive grade physician and dentist positions paid under Title 38, U.S.C. 4107(b)(1) except Chief of Staff at a hospital center or out-patient clinic (independent) and Central Office positions staffed in accordance with criteria approved by the Administrator.
10. All Central Office and field positions at GS-14 and above, except certain positions in GS-14 in the Department of Medicine and Surgery involving duties and responsibilities of a long-standing recognized scientific, professional or research nature, such as psychology and biochemistry.
11. Appointment of persons from outside VA to Central Office positions at GS-11 and above.

GS	GENERAL SCHEDULE - 5 U.S.C. 5332(a)										Amt. of Step Incr.
	1	2	3	4	5	6	7	8	9	10	
1	\$5810	\$6004	\$6198	\$6392	\$6586	\$6780	\$6974	\$7168	\$7362	\$7556	\$194
2	6572	6791	7010	7229	7448	7667	7886	8105	8324	8543	219
3	7408	7655	7902	8149	8396	8643	8890	9137	9384	9631	247
4	8316	8593	8870	9147	9424	9701	9978	10255	10532	10809	277
5	9303	9613	9923	10233	10543	10853	11163	11473	11783	12093	310
6	10370	10716	11062	11408	11754	12100	12446	12792	13138	13484	346
7	11523	11907	12291	12675	13059	13443	13827	14211	14595	14979	384
8	12763	13188	13613	14038	14463	14888	15313	15738	16163	16588	425
9	14097	14567	15037	15507	15977	16447	16917	17387	17857	18327	470
10	15524	16041	16558	17075	17592	18109	18626	19143	19660	20177	517
11	17056	17625	18194	18763	19332	19901	20470	21039	21608	22177	569
12	20442	21123	21804	22485	23166	23847	24528	25209	25890	26571	681
13	24308	25118	25928	26738	27548	28358	29168	29978	30788	31598	810
14	28725	29683	30641	31599	32557	33515	34473	35431	36389	37347	958
15	33789	34915	36041	37167	38293	39419	40545*	41671*	42797*	43923*	1126
16	39629*	40950*	42271*	43592*	44913*	46234*	47555*	48876*	50197*		1321
17	46423*	47970*	49517*	51064*	52611*	General Schedule Effective October 10, 1976 Office of Personnel—Veterans Administration					
18	54410*										

*The rate of basic pay for employees at these rates is limited by section 5308 of title 5 of the United States Code to the rate for level V of the Executive Schedule (as of the effective date of this schedule, \$39,600).

VETERANS ADMINISTRATION DEPARTMENT OF MEDICINE AND SURGERY

<i>Nurse Schedule PHYS. & DENT.</i>	Title 38, USC, Sec. 4107(b)(1) Salary Table Effective October 10, 1976										Amt. of Step Incr.
	1	2	3	4	5	6	7	8	9	10	
<i>Junior</i>	\$10370	\$10716	\$11062	\$11408	\$11754	\$12100	\$12446	\$12792	\$13138	\$13484	\$346
<i>Associate</i>	12131	12535	12939	13343	13747	14151	14555	14959	15363	15767	404
<i>Full</i>	14097	14567	15037	15507	15977	16447	16917	17387	17857	18327	470
<i>Intermediate ASSOCIATE</i>	17056	17625	18194	18763	19332	19901	20470	21039	21608	22177	569
<i>Senior FULL</i>	20442	21123	21804	22485	23166	23847	24528	25209	25890	26571	681
<i>Chief INTERMEDIATE</i>	24308	25118	25928	26738	27548	28358	29168	29978	30788	31598	810
<i>Asst. Director SENIOR</i>	28725	29683	30641	31599	32557	33515	34473	35431	36389	37347	958
<i>Director CHIEF</i>	33789	34915	36041	37167	38293	39419	40545*	41671*	42797*	43923*	1126
<i>EXECUTIVE</i>	36593	37813	39033	40253*	41473*	42693*	43913*	45133*	46353*	47573*	1220
<i>DIRECTOR</i>	39629*	40950*	42271*	43592*	44913*	46234*	47555*	48876*	50197*		1321

**Basic pay for employees at these rates is limited by 38 U.S.C. 4107(d)(3) and 5 U.S.C. 5308 to the rate for level V of the Executive Schedule. (As of the effective date of this schedule, \$39,600)*

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WAGE SYSTEM JOBS

In addition to the VA employees paid under the foregoing schedules, the VA has about 40,000 "blue-collar" workers whose pay is based upon locality wage rates. Under the Federal Wage System, the policies and job grading standards are established by the Civil Service Commission. Pay rates are established on the basis of periodic surveys of comparable jobs in the private sector in the locality. Either Department of Defense or VA serves as "lead" agency in the conduct of such a survey in their assigned wage area.

SPECIAL EMPHASIS EMPLOYMENT PROGRAMS

1. EMPLOYMENT OF MINORITIES

a. Nearly 57,000, or 30 percent of full-time VA employees are minority; 25 percent are Black. This compares favorably with recent full-time employment figures for the Federal Government: 21 percent minority, 16 percent Black. The number of Hispanics employed full-time in VA is over 5,400—an increase of 7 percent over a year ago. In VA, minorities hold nearly 14 percent of full-time positions GS-9 and above, while throughout the Federal service minorities hold only 10 percent of such positions. Among the top level positions filled by minorities are seventeen field station directorships.

b. In the area of upward mobility, over 400 VA employees are currently approved for special upward mobility training in 34 health, 31 administrative/clerical and 15 skilled trades occupations.

2. EMPLOYMENT OF WOMEN

Opportunities in VA for women continue to increase. The number of women in VA positions is over 110,000, or nearly 50 percent of all VA employment. According to recent Federal statistics women hold over 56 percent of VA's full-time white collar jobs, while holding about 35 percent throughout the Federal service. VA is also well above the Federal average in the percentage of women in higher level full-time positions. Approximately 11 percent of VA positions GS-13 and above are held by women; throughout the Federal Government the figure is just over 5 percent. Women serve as Directors of five VA health care facilities and one Regional Office.

3. VIETNAM ERA VETERANS

a. The VA has been making special efforts to provide job opportunities for the Vietnam era veterans. Over 33,000 VEV's are presently on our rolls and about 4,200 of them have 10-point disability preference. Over 15 percent of VA's total work force are Vietnam era veterans. The figure for the Federal Government as a whole is approximately one-half of that. There are an increasing number of Vietnam era veterans holding positions involving meeting and working closely with veterans and their beneficiaries. Nearly 70 percent of Veterans Benefits Counselors, 60 percent of Education Benefits Counselors, and 36 percent of Veterans Claims Examiners are VEV's.

b. A special Veterans Readjustment Appointment authority (VRA) permits agencies to give returning servicemen employment while they are being given academic or on the job training, with the expectation they will find permanent positions in government or elsewhere. VA leads all Federal agencies with over 34,000 appointments in the 6 years VRA appointments have been authorized. This represents about one-third of all VRA appointment made in the Federal service. As of 9/30/76, there were over 7,600 on duty in VA still serving under VRA appointments.

4. EMPLOYMENT OF DISABLED VETERANS AND HANDICAPPED INDIVIDUALS

a. VA employs over 12,000 handicapped persons, or 5.6 percent of total VA employment. With about 8 percent of all Federal employees, VA has over 16 percent of Federal handicapped employees according to a recent Government-wide survey. Over 14,000 veterans with 10-point disability preference are on VA employment rolls, making up 6.6 percent of our total work force.

b. Handicapped employees earned over 1,500 promotions during the past year and over 300 additional salary advances. In a National program designed to recognize Federal employees who have successfully overcome their handicaps, VA employees have repeatedly been selected as winners.

5. EMPLOYMENT OF YOUTH

VA hires about 6,000 summer employees with about 80 percent of them needy youth. The agency participates as "host" to numerous enrollee programs averaging approximately 2,000 enrollees in training at any given time. About 70,000 full-time VA employees (over 35 percent) are under age 35.



LABOR MANAGEMENT RELATIONS IN THE VETERANS ADMINISTRATION

1. GENERAL

a. Executive Order 11491, as amended, "Labor-Management Relations in the Federal Service," has governed the conduct of union/management relations in the Executive Department since January 1, 1970. Employees, through their unions, are provided a voice in the development and implementation of personnel policies, practices, and procedures and other matters affecting their working conditions. Employees are free to join or refrain from joining labor organizations, although managerial, supervisory and certain other categories of employees cannot take an active role in union activity.

b. A union can represent a unit of employees after winning a secret ballot election and being certified as the exclusive representative by the Department of Labor. This obligates management both to consult and to negotiate a written agreement on personnel policies, practices, and procedures.

c. As long as no union holds exclusive recognition for a nationwide unit, a union which represents either 10% of the employees in the agency or 5,000 employees, can request national consultation rights.

2. SCOPE

The scope of the VA's program is evidenced by the following statistics:

- 373 Exclusive Recognitions—covering 153,985 employees
- 296 Negotiated Agreements—covering 146,066 employees
- 57,522 Employees on payroll union dues deductions
- 15 National unions (AFL-CIO affiliates and independents)
 - 1 Local Independent Union
- 4 Unions hold National Consultation Rights (National Federation of Federal Employees, National Association of Government Employees, Service Employees International Union, and American Federation of Government Employees)

3. UNION RECOGNITIONS

Within the Veterans Administration there are presently 373 exclusive recognitions distributed among 240 separate VA facilities and 16 different exclusively recognized labor organizations. The 373 figure also represents a 650 percent increase in exclusive recognitions since 1965 when there were only 57 such recognitions within the agency. These 373 recognitions are distributed throughout the VA in the following manner:

a. By Type of Installation

CENTRAL OFFICE	4
FIELD	
Hospitals	240
Hospital-Domiciliary Centers	25
Regional Offices, including RO & Insurance Centers	44
RO and Hospital Centers	21
Outpatient Clinics (Independent)	9
Data Processing Centers	5
Supply Depots	2
Domiciliary (Separate)	2
National Cemeteries	17
Veterans Canteen Service Field Offices	4
Prosthetic Center	1
Records Processing Center	1
Total Recognitions	373



b. By Labor Organization

	Number of Recognitions	Employees Covered
American Federation of Government Employees (AFGE)	223	110,301
American Nurses Association (ANA)	46	6,965
National Federation of Federal Employees (NFFE)	43	14,820
National Association of Government Employees (NAGE)	22	9,758
Service Employees International Union (SEIU)	19	9,885
Laborers International Union of North America (LIUNA)	6	1,268
International Federation of Federal Police (IFFP)	3	40
International Association of Machinists Aerospace Workers (IAM)	2	37
International Association of Firefighters (IAFF)	2	29
Veterans Administration Independent Service Employees Union (VAISEU)	1	702
National Economic Council of Scientists (NECS)	1	65
International Brotherhood of Electrical Workers (IBEW)	1	54
California Association of Medical Laboratory Technology (CAMLT)	1	29
United Plant Guard Workers of America (UPGWA)	1	12
International Brotherhood of Police Officers (IBPO)	1	11
Fraternal Order of Police (FOP)	1	9
Total	373	153,985

4. NEGOTIATED AGREEMENTS & PAYROLL ALLOTMENTS

There are 312 bargaining units representing 146,066 VA employees operating under negotiated agreements with VA management. This represents 86.1 percent of all exclusive units and 94.9 percent of employees included in these units. Only 57,522 of these employees (37.4 percent of those in exclusive bargaining units) have regular payroll deductions of union dues.

Union	Agreements/ Units Covered	Employees Covered (percent)	Payroll Allotments (percent)
AFGE	179/191	106,089 (96.2)	44,243 (40.1)
ANA	41/42	6,046 (86.8)	1,328 (19.1)
NFFE	37/39	14,007 (94.5)	4,622 (31.2)
NAGE	14/14	8,514 (87.3)	3,940 (40.3)
SEIU	13/13	9,308 (94.2)	2,522 (25.5)
LIUNA	5/6	1,268 (100.0)	555 (43.8)
Other unions	7/7	834 (84.4)	312 (31.6)
Total	296/312	146,066 (94.9)	57,522 (37.4)

5. NATIONAL UNIONS WITH SUBSTANTIAL REPRESENTATION IN VA

American Federation of Government Employees (AFL-CIO)

National President: Kenneth T. Blaylock
 National Headquarters: 1325 Massachusetts Ave., N.W.
 Washington, D.C. 20005

National Federation of Federal Employees

National President: James M. Peirce
 National Headquarters: 1016 16th Street, N.W.
 Washington, D.C. 20036

Service Employees' International Union (AFL-CIO)

National President: George Hardy
National Headquarters: 900 17th Street, N.W.
Washington, D.C. 20006

National Association of Government Employees

National President: Kenneth T. Lyons
National Headquarters: 2139 Wisconsin Ave., N.W.
Washington, D.C. 20007

American Nurses' Association

President: Rosamund C. Gabrielson
National Headquarters: 2420 Pershing Road
Kansas City, MO 64108



PERSONNEL-ORIENTED INTERAGENCY RELATIONSHIPS

1. INTERAGENCY ADVISORY GROUP

a. **Authority:** Letter, March 17, 1954, from Civil Service Commission Chairman Young; Chapter 230, Federal Personnel Manual.

b. **Purpose:** To encourage initiation and exchange of ideas and proposals on Government personnel policies and policy changes. To provide consultative assistance to the Civil Service Commission for major projects through the Interagency Advisory Group committee structure.

c. **Person to Contact:** Mr. Richard D. Brady, Assistant Administrator for Personnel, VA member of Interagency Advisory Group, consisting of Personnel Directors of Federal departments and agencies.

2. FEDERAL PREVAILING RATE ADVISORY COMMITTEE

a. **Authority:** PL 392, 92nd Congress, Membership on Committee confirmed in Letter, December 4, 1972, from Civil Service Commission Chairman, Robert E. Hampton.

b. **Purpose:** To study the blue collar wage system of the Federal Government and advise the Civil Service Commission on matters relating to the Federal Wage System and the policies and procedures to be used for determining pay rates.

c. **Person to Contact:** Mr. Martin Wish, Deputy Assistant Administrator for Personnel, VA member of Federal Prevailing Rate Advisory Committee, consisting of five government members and five employee organization members, and chaired by an independent chairman selected by the Civil Service Commission.

3. VA-CIVIL SERVICE COMMISSION RELATIONSHIPS

a. Under Executive Order 9830, the Administrator for Veterans Affairs, in accordance with the applicable statutes, Executive orders, and rules, is responsible for personnel management in the Veterans Administration. In the exercise of this responsibility, through authority delegated to the Assistant Administrator for Personnel and other agency officials, day-to-day personnel management operations involve significant relationships with the Civil Service Commission on employee matters, other than those covered by Title 38, U.S.C., which are governed by standards, procedures, and rules and regulations promulgated by the Civil Service Commission.

b. Through both formal and informal media, the Office of the Assistant Administrator for Personnel carries out the responsibility of the Administrator for Veterans Affairs, under Executive Order 9830, to provide for the cooperation of the Veterans Administration with the Civil Service Commission in the conduct of personnel matters.

4. PRESIDENT'S COMMITTEE ON EMPLOYMENT OF THE HANDICAPPED

a. **Authority:** Established by Executive Order 11480.

b. **Purpose:** To implement President's program for increased employment opportunity for qualified handicapped men and women both in and out of Government.

c. **Membership:** The following are Associate Members: Secretaries of State, Treasury, Defense, Interior, Agriculture, Commerce, Labor, Health Education and Welfare, Housing and Urban Development, Transportation, Attorney General, Administrator of Veterans Affairs, Civil Service Commission Chairman, Administrator of the General Services Administration, and the Director, United States Information Agency.

d. The Administrator is also a member of the Advisory Council consisting of the Chairman, PCEH, Secretaries of Agriculture, Commerce, Labor, Health Education and Welfare, Housing and Urban Development, Transportation, and the Chairman, Civil Service Commission.



e. Members of the Advisory Council, or their alternates serve as Federal agency representatives to the Executive Committee of the PCEH. Additionally, the Executive Committee has several standing committees on which VA personnel serve as consultants—such as the Committee on Disabled Veterans.

f. **Person to Contact in C.O.:** Mr. Rufus H. Wilson, Chief Benefits Director.

5. INTERAGENCY COMMITTEE ON HANDICAPPED EMPLOYEES

a. **Authority:** PL 112, 93rd Congress.

b. **Purpose:** To insure the adequacy of hiring, placement and advancement of handicapped individuals in the Federal government and in other areas of employment.

c. **Membership:** The Committee is composed of the Chairman of the Civil Service Commission, Administrator of Veterans Affairs, Secretary of Labor and Secretary of Health, Education and Welfare. The members may be represented by designees whose position is Executive Level IV or higher. The President also designated representatives of the Department of Defense, General Services Administration and the Federal Communications Commission to serve as members of the Committee.

d. **Person to Contact in C.O.:** Mr. Odell W. Vaughn, Deputy Administrator of Veterans Affairs.

PART III - PROGRAMS OF THE VA