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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 Commerical Manager, Vincennes Sun-Commerical, 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 Inter- national 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, LLB--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, LLB--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

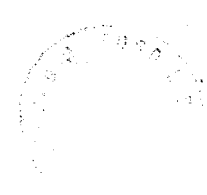
Born in New Castle, Indiana
August 21, 1929

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 Require- ments 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, Ithica, 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 Takoma, 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, 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, LLB, 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
1/63 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	US 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, LLB--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)

	<u>Total</u>	<u>Central Office</u>	<u>Field</u>
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

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

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

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%

EXCEPTED SERVICE

63,020 or 28.6%

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

VA SUPERGRADES

<u>GS-18</u>	<u>GS-17</u>	<u>GS-16</u>	<u>TOTAL</u>
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

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

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
Responsibilities
Under
The Merit System



United States
Civil Service Commission

Pamphlet 78
Revised May 1975

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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

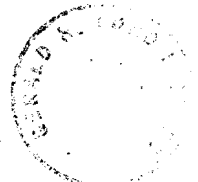
- Employees have the right to join or refrain from joining unions.

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

Appointment of Individuals to Positions in Grades GS-15 and Below

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.

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.

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.

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.

Other Methods for Filling a Competitive Service Position

By promotion and reassignment of a competitive service employee in the same agency.

By transfer of a competitive service employee from another agency.

By reinstatement of a former Federal employee with competitive status.

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

During Probationary Period

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

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.

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 must be given an opportunity to reply personally, or in writing, and to see the evidence. He 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

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.

The types of excepted positions in VA are:

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.

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.

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 super-grade positions.

Canteen Service Positions

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

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.

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

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



Chaplains

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

Temporary Construction Workers

Appointed from list furnished by field station Board of Excepted Service Examiners.

Special Programs

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.

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.

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

The Administrator can hire directly on the basis of personal choice.

Appointee must meet minimum qualification standards established by the Administrator

OR

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

Schedule A

Less than 1 year of current continuous service

Simple notice that services are no longer required.

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.

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 a 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

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.

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.

Pay

"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.

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.

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.

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.



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 dietitics are also employed under this authority.

DELEGATION OF APPOINTING AUTHORITY

Appointing authority includes authority to hire, to promote, to separate, and to effect other personnel actions.

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.

Centralized positions are limited to those key field positions which should receive top level attention in Central Office.

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

All positions in the Administrator's immediate office; Deputy Administrator; Associate Deputy Administrator; and Assistant Deputy Administrator.

Department heads; Assistant Administrators; Director, National Cemetery System; General Counsel; Controller; Director, Information Service; Director, Contract Compliance Service; and Manager, Administrative Services.

The Chairmen of the Board of Veterans Appeals and the Contract Appeals Board.

Directors and Assistant Directors of field stations and National Cemetery Supervisory Offices; Superintendents and Assistant Superintendents of National Cemeteries.

Assistant to the Director, or Special Assistant at field stations where there is no Assistant Director position, or where the latter position is vacant.



Any position, regardless of title, with preponderant duties designed to train prospective Director or Assistant Directors.

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.

Positions of Director of Service in Central Office.

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.

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.

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											
Nurse Schedule PHYS. & DENT.	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	
Junior	\$10370	\$10716	\$11062	\$11408	\$11754	\$12100	\$12446	\$12792	\$13138	\$13484	\$346
Associate	12131	12535	12939	13343	13747	14151	14555	14959	15363	15767	404
Full	14097	14567	15037	15507	15977	16447	16917	17387	17857	18327	470
Intermediate ASSOCIATE	17056	17625	18194	18763	19332	19901	20470	21039	21608	22177	569
Senior FULL	20442	21123	21804	22485	23166	23847	24528	25209	25890	26571	681
Chief INTERMEDIATE	24308	25118	25928	26738	27548	28358	29168	29978	30788	31598	810
Asst. Director SENIOR	28725	29683	30641	31599	32557	33515	34473	35431	36389	37347	958
Director CHIEF	33789	34915	36041	37167	38293	39419	40545*	41671*	42797*	43923*	1126
EXECUTIVE	36593	37813	39033	40253*	41473*	42693*	43913*	45133*	46353*	47573*	1220
DIRECTOR	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)



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 PROGRAMS

Employment of Minorities

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

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.

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% of all VA employment. According to recent Federal statistics women hold over 56% of VA's full-time white collar jobs, while holding about 35% 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% of VA positions GS-13 and above are held by women; throughout the Federal government the figure is just over 5%. Women serve as Directors of five VA health care facilities and one Regional Office.

Vietnam Era Veterans

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% 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%



of Veterans Benefits Counselors, 60% of Education Benefits Counselors, and 36% of Veterans Claims Examiners are VEV's.

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 six 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.

Employment of Disabled Veterans and Handicapped Individuals

VA employs over 12,000 handicapped persons, or 5.6 percent of total VA employment. With about 8% of all Federal employees, VA has over 16% 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% of our total work force.

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.

Employment of Youth

VA hires about 6,000 summer employees with about 80% 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%) are under age 35.



LABOR MANAGEMENT RELATIONS IN THE VETERANS ADMINISTRATION

I. General

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.

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.

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.

II. 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)



III. 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% 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:

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

BY LABOR ORGANIZATION

	<u>Number of Recognitions</u>	<u>Employees Covered</u>
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



	<u>Number of Recognitions</u>	<u>Employees Covered</u>
International Association of Machinists Aerospace Workers (IAM)	2	37
International Association of Fire- fighters (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

IV. 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% of all exclusive units and 94.9% of employees included in these units. Only 57,522 of these employees (37.4% of those in exclusive bargaining units) have regular payroll deductions of union dues).

<u>Union</u>	<u>Agreements/ Units Covered</u>	<u>Employees Covered (%)</u>	<u>Payroll Allotments (%)</u>
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)



V. 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



SIGNIFICANT INTERAGENCY RELATIONSHIPS

A. INTERAGENCY ADVISORY GROUP

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

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.

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.

B. FEDERAL PREVAILING RATE ADVISORY COMMITTEE

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

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.

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.

C. VA - CIVIL SERVICE COMMISSION RELATIONSHIPS

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.

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.

D. PRESIDENT'S COMMITTEE ON EMPLOYMENT OF THE HANDICAPPED

Authority: Established by Executive Order 11480.

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

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.

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.

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.

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



E. INTERAGENCY COMMITTEE ON HANDICAPPED EMPLOYEES

Authority: PL 112, 93rd Congress

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

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.

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

