Department of Veterans Affairs **VHA DIRECTIVE 2009-027**
Veterans Health Administration
Washington, DC 20420 **May 27, 2009**

LEADERSHIP AND WORKFORCE DEVELOPMENT SYSTEM PERFORMANCE MANAGEMENT PROGRAM

1. PURPOSE: This Veterans Health Administration (VHA) Directive establishes a uniform, VHA-wide process for maintaining an accurate Executive Career Field (ECF) Performance Management Program (PMP), (ECF was formerly named the Performance Appraisal and Recognition Program) which must be implemented no later than June 15, 2009.

2. BACKGROUND

a. Management and tracking of ECF level positions and employees is defined by the VHA National Leadership Boards' (NLB) establishment of the PMP for all VHA management officials in the Department of Veterans Affairs (VA) VHA. (See VA Handbook 5017 and subpars. 5c and 5g).

b. **Definitions**

(1) **Supervisor.** A supervisor is an individual having authority in the interest of the agency to hire, direct, assign, promote, reward, transfer, furlough, layoff, recall, suspend, discipline or remove employees; to adjust their grievances; or to effectively recommend such action, if the exercise of the authority is not merely routine or clerical in nature, but requires the consistent exercise of independent judgment.

(a) New Supervisor**.** A new supervisor is an employee who is promoted or hired into a supervisory position and who may not have previously had a minimum of 12 consecutive months of supervisory experience in VA. This applies to all disciplines, services and levels.

(b) Experienced Supervisor. An experienced supervisor is an employee who has held a supervisory position for one or more years and meets the supervisory experience definition in VA.

(2) **Non-Supervisory Manager.** A non-supervisory manager is an individual in a position where the duties and responsibilities require or authorize the individual to formulate, determine, or influence policy development and implementation strategies. All employees under this definition are non-bargaining.

(3) **Senior Executive.** Senior executives are VHA leaders who are either in the Senior Executive Service or Title-38 equivalent pay grades including; VISN Directors, VISN Chief Medical Officers or Clinical Services Manager, Medical Center or Health Care System Directors, VHA Central Office Chief Officers, and Program Directors. These employees are level 4 in the VHA High Performance Development Model (HPDM). All employees under this definition are covered by the Senior Executive Performance System and VA Handbook 5027 is the governing Human Resource policy located in subparagraph 5f.

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(4) **Senior Manager.** Senior managers are the incumbents of Chief of Staff, Associate Director (General Schedule (GS)-15 and GS-14), Assistant Director (GS-14), and Nurse Executive or Associate Director for Patient Care Service positions in our health care facilities and the equivalent VISN and VHA Central Office Program Office positions. The VISN and VHA Central Office Program Office positions are at the GS-15 and Title 38 equivalent levels (Physicians, Dentists, Optometrists and Podiatrists at Executive grade and Registered Nurses at the Nurse V grade level). These employees are level 4 in the VHA HPDM, and are covered by the ECF Performance System (Appendix F) and VA Handbook 5013.

(5) **Mid-Manager.** Mid-managers are supervisory employees who report to senior managers and non-supervisory management employees who report to senior executives or to senior managers. In health care facilities, mid-management positions include Associate Chiefs of Staff, Service Chiefs, Service or Care Line Managers, Associate and Assistant Chief Nurses and Nurse Managers who report to Nurse Executives or Care Line Managers, and organizationally equivalent senior staff positions, such as the Staff Assistant to the Director and the Administrative Assistant to the Chief of Staff. Equivalent VISN and VHA Central Office Program Office positions are normally at the GS-14 and Title 38 equivalent levels. The mid-management layer of the VHA organization is identified as HPDM level 3. The ECF Performance System Appendix F covers all employees under this definition and VA Handbook 5013 is the governing Human Resource policy.

(6) **Front-line Supervisor and Front-line Manager.** Front-line Supervisors and Front-line Managers include all supervisory and managerial positions reporting to mid-management positions. In VA health care facilities, these employees include Assistant Service Chiefs; Section Chiefs; Head Nurses or Nurse Managers; other clinical, administrative, and wage-grade supervisors; and organizationally equivalent staff positions, such as the Administrative Officers or Assistants to major Clinical Service Chiefs, outpatient programs, or employees with managerial responsibility over technical or specialty programs. Equivalent VISN and VHA Program Office positions are normally at the GS-13 and Title 38 equivalent levels. Positions in VHA at the GS-11 and GS-12 levels must meet the definition of a supervisor or manager in order to be included. The Front-line Supervisor and Front-line Manager layer of the VHA organization is identified as HPDM level 2. These ECF positions are not covered by a collective bargaining agreement. The ECF position meets the definition of a supervisor or manager in Title 5 United States Code (U.S.C) 7103(a) (10) or (11), as appropriate.

(7) **Front-line Employee.** Front-line Employees are non-supervisory, non-managerial employees including professional, clerical, and wage grade employees. ***NOTE:*** *At this time, bargaining unit employees represented by American Federation of Government Employees (AFGE) and National Association of Government Employees (NAGE) are excluded from compliance with this policy document.* This group of the VHA organization is also identified as HPDM level 1. This group of employees may be bargaining or non-bargaining employees and are covered by the VA 5-Level Performance System.

3. POLICY: It is VHA policy that all ECF PMP positions must be implemented no later than June 15, 2009.

4. ACTION

a. **VISN Director, Facility Director, and Program Office Director**. Each VISN Director, Facility Director, and Program Office Director, or designee, (in collaboration with Workforce Management and Consulting (WMC), if necessary) is responsible for:

(1) Ensuring performance, position, and incumbent information is current in the VHA Leadership and Workforce Development (VHALWD) System PMP module each pay period.

(2) Ensuring new and experienced supervisors are entered in the VHALWD System PMP module and designated accordingly.

(3) Ensuring all new supervisors in respective VISN, Program Offices, facilities, and subordinate organizations are designated in the VHALWD System PMP module to support data-based evaluations of the New Supervisory Training Performance Measure.

(4) Designating a point of contact, known as the Performance Coordinator (PC), at each primary facility or office. ***NOTE:*** *It is recommended that larger facilities and offices designate an alternate PC.*

b. **Performance Coordinator (PC).** The PC is responsible for:

(1) Managing positions covered by the PMP (and can manage positions covered by the VA 5-level program if desired or so instructed); along with the named incumbent if the position is filled.

(2) Ensuring position and incumbent information is current for reporting information to Senior VHA management to support their oversight responsibilities.

c. **Workforce Management and Consulting (WMC) Office**. The WMC is responsible for:

(1) Implementing and incorporating updates to the program as required, as well as monitoring and reporting participation.

(2) Compiling Program Office, VISN, and Facility evaluation data and reporting to the NLB, Human Resource Committee (HRC) and Deputy Under Secretary for Health for Operations and Management monthly.

(3) Supporting implementation and tracking of the program through the VHALWD PMP module.

d. **VHA High Performance Development Model (HPDM) Program Office**. The VHA HPDM Program Office is responsible for:

(1) Providing required training and training materials in support of the VHALWD PMP module, including updates and revisions.

(2) Assisting in providing and identifying options for performance management, position management, incumbent management, supervisor designation and reporting.

(3) Developing and providing evaluation tools to PCs.

(4) Providing access to the VHALWD PMP module to Chief Program Offices, VISN Directors, Facility Directors, PCs, and Performance Review Board Members.

e. **Deputy Under Secretary for Health for Operations and Management.** The Deputy Under Secretary for Health for Operations and Management is responsible for monitoring VISN, facilities, and subordinate organizations performance in this area. ***NOTE:*** *Program Offices are monitored by their respective supervisors.*

5. REFERENCES

a. VHA Leadership and Workforce Development Performance Management Program module: https://vhav16hpdm1/vhalwd/ *This is an internal VA web site not available to the public*

b. Title 5 United State Code (U.S.C.) 7103(a) (10) and (11).

c. VA Directive 5013, Performance Management Systems.

d. VA Directive 5015, Employee Development (through change one).

e. VA Handbook 5017, Employee Recognition and Awards.

f. VA Directive 5027, Senior Executive Service.

g. VHA Succession Planning Performance Management Program: http://10.190.0.50/succession/Templates/Master.aspx?pid=990 *This is an internal VA web site not available to the public*

h. Supervisor Toolbox (Supervisor Online Resource): http://vaww.sites.lrn.va.gov/supervisor *This is an internal VA web site not available to the public*

i. "Supervisors in the Federal Government: A Wake-Up Call," U.S. Office of Personnel Management, Office of Merit Systems Oversight and Effectiveness.

j. VA Directive 1605.1, Privacy and Release of Information.

k. Title 5 U.S.C. 552a, Title 38 Code of Federal Regulation (CFR), CFR Section 1.575-1.584.

6. FOLLOW-UP RESPONSIBILITY: The VHA Workforce Management and Consulting Office (10A2) is responsible for the contents of this Directive. Questions may be addressed to (202) 461-7398 or (405) 552-4346.

7. RESCISSIONS: None. This VHA Directive expires May 31, 2014.

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