

STAFFING

1. **REASON FOR ISSUE:** To revise the Department of Veterans Affairs (VA) qualification standard for the Kinesiotherapist, GS-0635, appointed under 38 U.S.C. § 7401(3) and 38 U.S.C. § 7405 (a)(1)(B) in VA.
2. **SUMMARY OF CONTENTS/MAJOR CHANGES:** This handbook contains mandatory procedures on staffing. The pages in this handbook replace the corresponding page numbers in VA Handbook 5005, Appendix G21. The revised standard is effective on the date of publication. These changes will be incorporated into the electronic version of VA Handbook 5005, Staffing, that is maintained on the [Office of the Chief Human Capital Officer Website](#). Significant changes include:
 - a. Changes the education basic requirements.
 - b. Revises the assignments at the GS-07 through the GS-11 grade levels, removes the GS-10 assignment and changes full performance level to the GS-11 grade level.
 - c. Adds new titles and assignments for the GS-12 grade level for a Kinesiotherapist (Clinical Specialist) and a Kinesiotherapist (Program Coordinator).
 - d. Adds new grades and assignments for the GS-13, GS-14, and GS-15 grade levels.
3. **RESPONSIBLE OFFICE:** The Recruitment and Placement Policy Service (059), Office of the Chief Human Capital Officer.
4. **RELATED DIRECTIVE:** VA Directive 5005, Staffing.
5. **RESCISSIONS:** VA Handbook 5005/15, Part II, Appendix G21, dated March 17, 2006

CERTIFIED BY:

**BY DIRECTION OF THE SECRETARY
OF VETERANS AFFAIRS:**

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**[APPENDIX G21. KINESIOTHERAPIST QUALIFICATION STANDARD
GS-0635
Veterans Health Administration**

- 1. COVERAGE.** This [qualification] standard applies to all Kinesiotherapist, [GS-0635], positions in the Veterans Health Administration (VHA). [Kinesiotherapists are allied health professionals competent in the administration of scientifically based musculoskeletal, neurological, ergonomic, biomechanical, psychosocial, and task specific functional tests and measures combined with evidence-based modalities and interventions within the scope of practice for kinesiotherapy and scope of standards for kinesiotherapy. These treatments are used to physically, physiologically and psychologically improve the human function/movement and well-being of the clients served. Kinesiotherapists provide acute, sub-acute or post-acute skilled rehabilitative therapy, restorative care and/or wellness interventions focusing on therapeutic exercise, mobility, reconditioning and physical education. Kinesiotherapists emphasize the psychological as well as physical interventions to enhance behavior change components for a holistic approach to rehabilitation.] The work requires the application of knowledge of the concepts, principles, and practices of kinesiotherapy [including, but not limited to, appropriate assessments, evaluation, and treatments including:] therapeutic corrective exercises[, mobility interventions, education, issuance and training for adaptive equipment, assistive technology, and durable medical equipment.] Kinesiotherapists evaluate the history of patients by interviews, tests, and measurements; and use such findings [to] develop and implement [goal-driven] kinesiotherapy programs for individual patients. [Assessment and treatment can be performed in traditional rehabilitation settings such as: clinics, hospital-based, residential, telephone consultations, wellness settings, and/or through complementary settings like virtual health care (telemedicine, secure messaging, and electronic consultations).]
- 2. [DEFINITIONS.]**

 - a. Appointing Official.** The human resources management officer is delegate appointing authority to process and authenticate notifications of personnel actions, and authority to effect management-approved employment actions on behalf of officials, employees and facilities for which service is provided.
 - b. Approving Official.** The Veterans Integrated Service Network (VISN) director facility director, or designee is the approving official and will determine whether to approve or deny the appointment of employees in hybrid occupations.
 - c. Journey Level.** The full performance level for this qualification standard is GS-11.]
 - d. Creditable Experience.** To be creditable, the experience must demonstrate

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possession of the knowledge, skills, and abilities (KSAs) [associated with current professional kinesiotherapy practice. This may be evidenced by one or more of the following:]

(1) One year of active practice, [] paid or non-paid employment, as a [professional] kinesiotherapist as defined by the [American Kinesiotherapy Association (AKTA) or Council of Professional Standards for Kinesiotherapy (COPSKT). Experience gained as a graduate kinesiotherapist is creditable provided the candidate has passed the registration examination.]

(2) Academic course work leading to an advanced degree in [exercise science, kinesiology, human performance or a related field.

e. Quality of Experience. Experience is only creditable if it was earned post degree and meets the following:

(1) Work as a graduate kinesiotherapist directly related to the position to be filled.

(2) The work to be credited is at a level comparable to kinesiotherapy experience at the same or next lower grade level than the grade level being considered for placement.]

f. Part-Time Experience. Part-time experience as a professional kinesiotherapist is credited according to its relationship to the full-time workweek. For example, a kinesiotherapist would receive one week of full-time credit for each two weeks of half-time work.

g. Graduate Education. Graduate degrees may be substituted for experience up to the GS-11 level. [] To substitute education for experience, the education must have been completed after the individual met the basic requirements for appointment [and must be registered.]

h. Content Specialty. [The] areas of [recognized specialization in] kinesiotherapy include, but are not limited to: cardiopulmonary [rehabilitation; driver rehabilitation specialist; ergonomic specialist; geriatrics specialist; health coaching; assistive technology professional; functional capacity evaluation specialist; aquatic rehabilitation; amputee; and seating/mobility specialist.]

3. BASIC REQUIREMENTS.

a. Citizenship. [Be a] citizen of the United States. (Non-citizens may be appointed when it is not possible to recruit qualified citizens in accordance with 38 U.S.C. § 7407(a)].

b. Education.

(1) A bachelor's degree [or higher from a program accredited by the Commission on Accreditation of Allied Health Education Program, with a concentration/emphasis in kinesiotherapy.

OR

(2) A bachelor's degree or higher with a concentration/emphasis in kinesiotherapy or exercise science related field and registered as a kinesiotherapist in good standing with the COPSKT.

OR

(3) A master's degree or higher with a degree in exercise science, kinesiology, human performance or a related field, which has been approved by COPSKT and a certificate verifying completion of a Center of Excellence (COE) Kinesiotherapy clinical training program. The completion of the certificate ensures that COPSKT has approved the degree program as part of the application process for the COE internship.

NOTE: See Exception at paragraph 3e.

- c. Foreign Graduates.** Graduates of a foreign program must meet the requirements in subparagraph 3b if they have a full unrestricted and current registration to practice kinesiotherapy in a State, Territory, or Commonwealth (i.e., Puerto Rico) of the United States or in the District of Columbia. They must have at a minimum, proof of a degree from an accredited college or university (or foreign equivalent, as verified through an independent credentialing evaluation company).
- d. Registration.** All applicants must be registered in kinesiotherapy in good standing with the COPSKT.
- e. Exception.** Non-registered applicants at the GS-7 and GS-9 level who otherwise meet the eligibility requirements for appointment, may be given a temporary appointment as a graduate kinesiotherapist under the authority of 38 U.S.C. § 7405(a)(1)(B). Pursuant to 38 U.S.C § 7405(c)(2)(B), the appointment cannot exceed two years if the non-registered applicant's registration is pending with the COPSKT. Applicants who fail to obtain registration during this temporary full-time appointment must be terminated. For grade levels at or above the full performance level, the candidate must be registered.
- f. Failure to Obtain Registration.** In all cases kinesiotherapists must actively pursue meeting registration starting from the date of appointment. At the time of appointment, the supervisor must provide the unregistered kinesiotherapist with a

written requirement to obtain registration, the date by which the registration must be acquired, and the consequences for not becoming registered by the deadline. Failure to become registered within two years from the date of appointment, will result in removal from the GS-0635, Kinesiotherapist series; and may result in termination of employment.

- g. Loss of Credential.** Registered kinesiotherapists who fail to continue their registration in good standing, and maintain the required registration, must be removed from the occupation, which may result in termination of employment.]
- h. Grandfathering Provision.** []All persons employed in VHA [as a Kinesiotherapist] on the effective date of this qualification standard are considered to have met all qualification requirements for the title, series and grade held, including positive education and registration that are part of the basic requirements of the occupation. For employees who do not meet all the basic requirements in this standard, but who met the qualifications applicable to the position at the time they were appointed to it, the following provisions apply:
- [(1) Such employees] may be reassigned, promoted up to and including the full performance (journeyman) level, or [changed to a lower grade] within the occupation, but may not be promoted beyond the journeyman level or placed in supervisory or managerial positions.
- (2) Employees who are appointed on a temporary basis prior to the effective date of the qualification standard, may not have their temporary appointment extended or be reappointed on a temporary or permanent basis until they fully meet the basic requirements of the standard.
- (3) Employees initially grandfathered into this occupation, who subsequently obtain additional education and/or license/certification/registration that meet all the basic requirements of this qualification standard, must maintain the required credentials as a condition of employment in the occupation.
- [(4) Kinesiotherapists who are converted to title 38 hybrid status] under this provision,[and subsequently leave the occupation, will lose their] protected status, and must meet the full VA qualification standard requirements in effect at the time of re-entry to the occupation.
- i. Physical Requirements.** See VA Directive and Handbook 5019.
- j. English Language Proficiency.** Kinesiotherapist candidates must be proficient in spoken and written English to be appointed as authorized by [38 U.S.C. § 7403 (f).]

4. GRADE REQUIREMENTS. In addition to the basic requirements, the following criteria must be used when determining the appropriate grade and assignment of candidates.

a. [Kinesiotherapist,] GS-7

(1) **Experience.** None beyond the basic requirements.

[(2)] **Assignment.** Individuals at this grade level serve as [an entry level kinesiotherapist. The entry level kinesiotherapist receives guidance from more experienced staff members. They are responsible for but not limited to:] examination, evaluation, treatment intervention, and prevention of musculoskeletal, neuromuscular, cardiopulmonary, and integumentary impairments, functional limitations, and disabilities.

b. [Kinesiotherapist,] GS-9

(1) **Experience/Education.** [One] year of experience equivalent to the next lower grade level or [education equivalent to] two full years of [progressively higher level] graduate education or a master's degree [from a university or college in the field of kinesiotherapy or an exercise science related field.]

(2) **Demonstrated Knowledge, Skills, and Abilities.** In addition to the experience above, the candidate must demonstrate all the following KSAs:

(a) Knowledge of policies and procedures of kinesiotherapy.

(b) Knowledge of assistive devices to make recommendations, including fit and function of assistive devices [with the ability to recognize appropriate prosthetic/orthotic devices for the patient.

(c) Knowledge of evaluation and assessment tools] in applying therapeutic techniques.

(d) Skill in instructing patients and families in a [therapeutic] exercise program.

(3) **Assignment.** Individuals at this grade level serve as [developmental kinesiotherapists. They are responsible for examination, evaluation and treatment interventions that demonstrate a clear progression of clinical knowledge and experience by providing modified treatment interventions based on the patient's response (e.g. identifying individual risks, contraindications, and advancement and progression of challenging treatment interventions) that utilize the application of innovative procedures and problem solving. Deviations from regular procedures, unanticipated

problems, and unfamiliar situations are referred to more experienced staff for a decision or assistance. Assignments at this level will include developmental duties of increasing scope and diversity as compared to the entry level. It is expected that kinesiotherapists at this grade, perform more complex work while receiving less frequent supervision than at the entry level.]

c. [Kinesiotherapist], GS-[11]

- (1) **Experience/[Education.** One year of experience equivalent to the next lower grade level or a Ph.D. or equivalent doctoral degree or three academic years of progressively higher-level graduate education leading to a degree in kinesiotherapy or an exercise science related field.]
- (2) **Demonstrated Knowledge, Skills, and Abilities.** In addition to the experience above, the candidate must demonstrate all of the following KSAs:
 - (a) [Skill in communicating and coordinating with patients, families, caregivers, and other health care professions to facilitate the multidisciplinary treatment process].
 - (b) Knowledge [of evidence-based kinesiotherapy to provide skilled rehabilitation interventions to] a wide variety of patients having diverse and multiple disabilities.
 - (c) [Ability to conduct independent assessments using highly specialized evaluations and diagnostic tests.]
 - (d) Knowledge of [learning principles, behavioral intervention, and innovational] techniques [for patient and caregiver education.
 - (e) Ability to adapt assessment tools and treatment to the complexity of the diagnosis or disabilities and demonstrate the clinical reasoning necessary to identify the need for further in-depth specific assessment of function and utilization of non-standard methods and techniques.
 - (f) Ability to use clinical reasoning necessary to identify the need for further in-depth specific assessment and/or continuation of treatment.
- (3) **Assignment.** This is the full performance level for the kinesiotherapist. Kinesiotherapists independently conduct assessments and develop treatment plans to the complexity of the diagnosis or disability using appropriate functional tests and measurements according to established evidence-based professional practices. The kinesiotherapists provide integrated and progressive skilled rehabilitative treatment modalities across the continuum of care. Duties may include, but are not limited to, any of the following: pre-

habilitation, acute, sub-acute, transitional, home-based, post rehabilitative, and wellness programs. Administer musculoskeletal, neurological, ergonomic, biomechanical, psychological, and task specific functional tests and measures in order to reach maximum outcomes. Coordinate and collaborate within a multidisciplinary team to provide comprehensive care, employ multiple treatment approaches and to accomplish complex treatment objectives. The kinesiotherapist may perform duties such as, accurately test, analyze, evaluate, and record measurements of vitals, muscular strength, endurance, range of motion, coordination, static/dynamic balance, cardiovascular endurance, gait analysis, posture, gross sensory impairment, functional mobility, activities of daily living, and prosthetic and orthotic gait, care and training. Provide education to patients, caregivers and other health care professionals regarding policies and procedures for guidance to maneuver through the health care system. Kinesiotherapists monitor and report on work status, program quality, performance improvement data, and make recommendations for process improvement.

d. Kinesiotherapist, GS-12

- (1) **Experience.** One year of experience equivalent to the next lower grade level.
- (2) **Demonstrated Knowledge, Skills, and Abilities.** In addition to the experience above, the candidate must demonstrate all of the following KSAs:
 - (a) Ability to coordinate and maintain academic agreements and assignments for student affiliations with universities, colleges, and other academic organizations.
 - (b) Knowledge of contemporary kinesiotherapy across multiple areas of practice and provide clinical guidance to staff kinesiotherapists within the department.
 - (c) Ability to provide consultation to other health care practitioners and outside groups about the practice of kinesiotherapy and areas of expertise.
 - (d) Ability to synthesize (create) clinical processes and practice in order to guide and train the students' clinical/educational experience and skills.]
 - (e) Knowledge of AKTA practice guidelines and COPSKT certification requirements.
 - (f) Ability to apply appropriate problem-solving methods and techniques.

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- (3) **Assignment.** For all assignments above the full performance level, the higher-level duties must consist of significant scope, complexity (difficulty), and range of variety, and be performed by the incumbent at least 25% of the time. Clinical education coordinator positions generally would be found in Complexity Level 1 (High Complexity) or in facilities of lesser complexity levels where there is an affiliation with kinesiotherapy programs. The kinesiotherapist at this level develop and administer clinical training programs for students, facility, staff, and/or physical medicine and rehabilitation therapy disciplines. This assignment occurs at active, affiliated VHA facilities where specialized clinical treatment programs are provided. Duties include, but are not limited to: establishing, negotiating, and maintaining affiliation agreements and Memorandum of Understandings (MOUs). Serve as a liaison with the university in determining when students may be sent for training, the number of students to be sent, areas of training and assignment; designing, conducting, and evaluating educational experiences for students, associated health trainees, and other personnel assigned to clinical program(s) for training. Arrange and serve as instructors for staff in-service training programs, and serve on curriculum committees of colleges and universities, and have substantive input into the course content for students. The kinesiotherapists are responsible for the selection of appropriate preceptors, monitor timely evaluations of students, provide counseling as needed, and keep schools apprised of student performance. Review student performance, discuss deficiencies, and address any questions or concerns with student trainee and/or preceptor; and develop an action plan to address any problems, concerns, or deficiencies identified.

e. Kinesiotherapist (Clinical Specialist), GS-12

- (1) **Experience.** In addition to meeting the basic requirements, one year of experience equivalent to the next lower grade level and one of the following:
- (a) Evidence of a minimum of 2,000 hours of clinical practice directly in the specialty area within the last 5 years; or
 - (b) Certification in the specialty area from an accreditation body approved by COPSKT; or
 - (c) An additional advanced degree in a related field; or
 - (d) Completion of a fellowship program.
- (2) **Demonstrated Knowledge, Skills, and Abilities.** In addition to the experience above, the candidate must demonstrate all of the following KSAs:]
- (a) Knowledge [in a range] of specialized [interventions and treatment modalities used in a specialized treatment area of kinesiotherapy.

- (b) Ability to serve as a consultant/mentor for health care providers regarding the delivery of care within a specialized area of kinesiotherapy.
 - (c) Skill to perform and interpret specialized evaluative procedures and tests in the treatment outcomes in the assigned specialty area.
 - (d) Skill in developing protocols and procedures for intervention programs based on current kinesiotherapy theory, recent research, and evidence-based practice.]
- (3) **Assignment.** For all assignments above the full performance level, the higher-level duties must consist of significant scope, complexity (difficulty), and range of variety, and be performed by the incumbent at least 25% of the time. [The areas of recognized specialization include but are not limited to: cardiopulmonary rehabilitation; driver rehabilitation specialist; ergonomic specialist; geriatrics specialist; health coaching; assistive technology professional; functional capacity evaluation specialist; aquatic rehabilitation; amputee; and seating/mobility specialist. The clinical specialist is an advanced level practitioner with specialized knowledge and demonstrated clinical competence related to a particular diagnosis, patient population, or treatment area and has an increased depth and breadth of practice skills obtained through training and/or experience in specialty area. Participate in the professional development of colleagues as a preceptor and educator in the area of specialization. Demonstrate leadership within the area of expertise by refining programs and introducing new approaches for providing treatment in developing, initiating and refining treatment programs through current research and best practices of the profession. These individuals must demonstrate skills and techniques in a specialty area and/or specific population who have varying degrees of highly complex physical, psychological and/or physiological disorders.

f. Lead Kinesiotherapist, GS-12

- (1) **Experience.** One year of experience equivalent to the next lower grade level.
- (2) **Demonstrated Knowledge, Skills, and Abilities.** In addition to the experience above, the candidate must demonstrate all of the following KSAs:
 - (a) Ability to act as a consultant and mentor in evaluating and treating patients in specialty program areas by providing professional oversight and consultation for staff therapists, students, and interns.
 - (b) Knowledge of current evidence-based practice for kinesiotherapy across multiple clinical areas and to provide clinical guidance to staff.

- (c) Ability to act as a liaison between staff therapists and supervisor by coordinating clinical activities, program development, outcome management, and strategic planning.
 - (d) Ability to implement, revise, update, evidence-based protocols, procedures and approved competencies for kinesiotherapy services.
- (3) **Assignment.** For all assignments above the full performance level, the higher-level duties must consist of significant scope, complexity (difficulty), and range of variety, and be performed by the incumbent at least 25% of the time. Make recommendations to the supervisor on actions affecting team and individual awards and recognition. Provide recommendations to the supervisor of any clinical changes to policy and procedure. Kinesiotherapists are responsible for the direct day to day operation of the kinesiotherapy staff to ensure compliance of clinical procedures, treatment goals, and standards of practice. Serve as mentor, consultant, and advisor to less experienced staff and clinical team members and resolve complaints of employees. The lead participates, monitors and provides feedback on performance improvement activities and may implement initiatives or program changes. Ensure that the organization's strategic plan, mission, vision, and values are communicated to the clinical staff and integrated into the work plans, products, and services. Identify, distribute, and balance the workload and tasks among employees in accordance with established workflow and skill level. The kinesiotherapists make adjustments to accomplish the workload in accordance with established priorities to ensure timely accomplishment of assigned team tasks. Utilize staff, equipment, and space to resolve operational problems which may interfere with the delivery of kinesiotherapy services. The lead monitors and reports on the status and progress of work, checking on work in progress and reviewing completed work to see that the supervisor's instructions on work priorities, methods, deadlines and quality have been met.

g. Supervisory Kinesiotherapist, GS-12

- (1) **Experience.** One year of experience equivalent to the next lower grade level.
- (2) **Demonstrated Knowledge, Skills, and Abilities.** In addition to the experience above, the candidate must demonstrate all of the following KSAs:
 - (a) Ability to balance multiple responsibilities, set priorities, delegate tasks, meets multiple deadlines, analyze organizational problems, and develop and implement effective solutions.
 - (b) Ability to analyze organizational and operational problems to develop and implement solutions that result in efficient operations and use data

effectively to manage workload, quality, performance, and productivity within the service.

- (c) Skill in interpersonal relationships in dealing with employees, team leaders, and managers to include conflict management.
 - (d) Ability to guide the staff in the utilization of evidence-based practices and clinical practice guidelines in a professional area, and to guide the staff in applying these tools.
- (3) **Assignments.** For all assignments above the full-performance level, the higher-level duties must consist of significant scope, complexity (difficulty), and range of variety, and be performed by the incumbent at least 25% of the time. Kinesiotherapists are responsible for the supervision, administrative management, and direction of program services and full oversight for planning and directing the staff assignments in a variety of clinical settings. These positions have responsibility for general or technical supervision of key clinical and training programs. Typical duties include: assigning work; monitoring clinical performances of staff; resolving staff conflicts; identifying continuing education and training needs; and preparing performance standards and ratings. Interview candidates for positions, recommend appointments, advancements, or when appropriate, disciplinary actions. The supervisor accepts, amends, or rejects completed work and ensures accuracy requirements are met. Ensure compliance with accrediting agency and regulatory requirements, establish and monitor the quality of the pre-analytical processes as part of the overall service's quality management program, and takes corrective action as needed. The supervisor ensures orientation and competency assessment of assigned staff. Develop policies and procedures, manage document control, position descriptions, and functional statements, and is responsible for professional and administrative management of an assigned area to include time and leave management. The supervisor conducts department meetings at regular intervals to convey information to staff. The supervisor maintains interdepartmental relations with other services to accomplish medical center goals and may provide clinical treatment in more complex cases.

NOTE: The GS-12 Supervisor may supervise all grade levels below the GS-12 grade level.

h. Kinesiotherapist (Program Coordinator), GS-12

- (1) **Experience.** One year of experience equivalent to the next lower grade level.
- (2) **Demonstrated Knowledge, Skills, and Abilities.** In addition to the experience above, the candidate must demonstrate all of the following KSAs:

- (a) Knowledge and skills necessary to provide patient care and to provide advice to staff on planning and implementation of comprehensive treatment programs.
 - (b) Knowledge of VA policies and procedures to represent the medical center.
 - (c) Knowledge and skills to analyze, evaluate, and monitor issues concerning the efficiency and effectiveness of programs that will impact activities or functions such as: supplies, equipment, budget, and recruitment.
 - (d) Skill in providing clinical and administrative oversight of a multidisciplinary team.
 - (e) Ability to collaborate with strategic planning committees at local, VISN, or national level for new ventures addressing patient care delivery systems, facilities management, systems reorganization, etc.
 - (f) Ability to provide guidance and advise program administrators, members of the community, and medical center leadership.
- (3) **Assignment.** For all assignments above the full performance level, the higher-level duties must consist of significant scope, complexity (difficulty), and range of variety, and be performed by the incumbent at least 25% of the time. The program coordinator is generally found in Complexity Level 1 (High Complexity) facilities, or in facilities of lesser complexity levels where expanded services are performed. The kinesiotherapist program coordinator has full responsibility for managing the day to day activities of the clinic for all phases of a facility specialty program to include assessing, planning, and evaluating the delivery of care. The areas of recognized specialization include but are not limited to: cardiopulmonary rehabilitation; driver training; functional capacity evaluations; aquatic rehabilitation; amputee; and seating/mobility specialist. Plan work operations that affects staff and other resources, resolve problems related to work performed, and are accountable for the quality, timeliness, productivity, and progress reports of services provided in the program. Formulate new or revised facility and/or departmental policy relating to the specialty program area. The program coordinators assist with special projects such as strategic planning, performance improvement plans, and coordination and training of interdisciplinary team members. The kinesiotherapist program coordinator may be responsible for the coordination of clinical assignments for multiple professionals comprising an interdisciplinary team. Collaborate with leadership, other therapy supervisors, and staff to facilitate efficient and effective delivery of appropriate patient centered care along the continuum for all patients. Develop and modify standard operating procedures and ensure

standard operating procedures are applicable to the assigned program and are appropriate and current.]

[i. Supervisory Kinesiotherapist, GS-13

- (1) **Experience.** One year of experience equivalent to the next lower grade level.
- (2) **Demonstrated Knowledge, Skills, and Abilities.** In addition to the experience above, the candidate must demonstrate all of the following KSAs:
 - (a) Ability to supervise, motivate, and effectively manage staff by organizing work, setting priorities, and delegating tasks and setting responsibilities.
 - (b) Ability to disseminate appropriate information through various media as a consultant or mentor.
 - (c) Skill in interpersonal relationships in dealing with employees, other team leaders, and managers.
 - (d) Knowledge of specialized programs and the ability to perform the administrative duties of special programs and/or components of a kinesiotherapist section.
 - (e) Knowledge of decision-making principles necessary to adjust programs on a day to day basis, to develop short term and long range goals, and/or to plan for future utilization of human resources, and the reassignment of staff to enhance/develop the value of existing or new programs.
- [(3) **Assignment.** For all assignments above the full performance level, the higher-level duties must consist of significant scope, complexity (difficulty), and range of variety, and be performed by the incumbent at least 25% of the time. Supervisors are found in Complexity Level 1 (High Complexity) facilities, or in facilities of lesser complexity levels where expanded services are performed. Monitor and modify clinical program development and resources (e.g., personnel, space, equipment, and supplies), in order to ensure that the objectives of treatment and delivery of care have been achieved. Ensure that best practices and procedures are implemented and utilized. The supervisory kinesiotherapists monitor evaluation, treatment, encounter data, collect and report workload and other required statistical data, and patient documentation practices using current research and/or studies to assure delivery of quality care. Supervisors are responsible for providing administrative supervision for planning, directing, organizing, coordinating, implementing, controlling and evaluating the overall administrative operations and clinical procedures, guidelines and protocols of the department. Supervisory kinesiotherapists identify and recommend continuing education and training needs for the

kinesiotherapy staff. Monitor and approve or disapprove training and leave requests. Evaluate the work performance of subordinates, provide feedback to employees, and annual written performance appraisal evaluation. The supervisors develop and update performance evaluation standards and functional statements, making recommendations for appointments, awards, advancement, and when appropriate, disciplinary actions. Recruit and select candidates for hiring, recommending promotions, reassignments, or other personnel changes to higher level management. Resolve grievances and appeals that have been elevated through the chain of command to the supervisory level.

(NOTE: The GS-13 Supervisor may supervise all grade levels below the GS-13 level.)

j. Kinesiotherapist, GS-13

- (1) **Experience.** One year of experience equivalent to the next lower grade level.
- (2) **Demonstrated Knowledge, Skills, and Abilities.** In addition to the experience above, the candidate must demonstrate all of the following KSAs:
 - (a) Knowledge of evidence-based practices and clinical practice guidelines, rehabilitation principles, methods, and techniques in multiple professional areas. This includes the ability to use these resources to guide the program staff in providing clinically appropriate treatment interventions and performance improvement.
 - (b) Knowledge of regulatory agencies/bodies, laws, and regulations governing health care organizations as well as knowledge of VA handbooks, directives, and medical center's policies, procedures and guidelines.
 - (c) Skill in interpersonal relationships and conflict resolution in dealing with a diverse range of employees, team leaders, administrators, and clients.
 - (d) Ability to translate extensive rehabilitation knowledge and skills in providing clinical and administrative oversight of multidisciplinary rehabilitation programs.
 - (e) Ability to translate extensive rehabilitation knowledge into cogent and useful policy.
 - (f) Knowledge of coordinating administrative business operations in order to manage budgets for a program or large integrated service.

(3) **Assignment.** For all assignments above the full performance level, the higher-level duties must consist of significant scope, complexity (difficulty), and range of variety, and be performed by the incumbent at least 25% of the time. An individual in this assignment manages multi-disciplinary sections within the medical center that provide rehabilitative services. Plans, develops, and implements short term and long-term goals, and objectives as part of strategic planning to ensure the provision of quality rehabilitative services to meet the needs of the patient population being served. The rehabilitation program manager coordinates the development and implementation of budget, administration, policies and procedures, position management, staffing, physical resources, and recommends priorities to the chief. This position may have supervisory responsibilities over multiple therapy disciplines and/or section chiefs and oversight of non-physician clinical functions. Monitors and ensures program compliance with various accrediting and regulatory standards and medical center policies. The program manager interviews and selects applicants, setting performance standards, evaluating performance, disseminating necessary information, assigning work, addressing performance, and/or conduct issues, etc. Ensures the coordination of rehabilitation related services provided, as well as an optimal collaboration with other healthcare providers within the facility. Reviews and analyzes efficiency, productivity, access, and utilization data related to performance improvement and patient satisfaction to ensure desired outcomes are achieved. This individual oversees the work of subordinate employees and assures the accuracy of reports submitted by therapy supervisors, clinical specialists, clinical education coordinators, or team/program leaders.

k. Supervisory Kinesiotherapist, GS-14

- (1) **Experience.** One year of experience equivalent to the next lower grade level.
- (2) **Demonstrated Knowledge, Skills, and Abilities.** In addition to the experience above, the candidate must demonstrate all of the following KSAs:
- (a) Skill in effectively motivating and managing a diverse clinical staff applicable to service level department in a large, complex, or multi-division facility, including inherent strategic planning and fiscal management.
 - (b) Ability to supervise/manage, plan, organize, delegate, direct, control, and review the activities of subordinate groups that have diverse functions, establish and monitor productivity standards and production groups and performance priorities.
 - (c) Knowledge of the management principles required to establish program goals and objectives, set strategic direction, plan and manage budgets to

administer a program, coordinate associated activities, evaluate program accomplishments, redefine priorities, and modify objectives.

- (d) Knowledge of reconciling contradictory requirements based upon regulations and standards of various regulatory, medical or other professional credentialing groups.
 - (e) Knowledge of pertinent analytical and evaluative methods sufficient to analyze complex issues and provide workable solutions and alternative solutions to executive leadership that supports timely and sound decision making.
- (3) **Assignment.** For all assignments above the full performance level, the higher-level duties must consist of significant scope, complexity (difficulty), and range of variety, and be performed by the incumbent at least 25% of the time. An individual in this assignment manages multi-disciplinary sections within the medical center that provide rehabilitative services which include but are not limited to kinesiotherapy, physical therapy, occupational therapy, etc.. The work is considered to be technically authoritative. The service chief has broad and overall responsibility for the service-level department. The service chief has full responsibility for clinical practice, program management, fiscal management, education, human resources management, and supervision for the service. Autonomously manage substantive parts of specialized, complex, professional services which significantly impact the care provided to patients. Provide leadership with objective, independent assessments and recommendations for policy, operational and administrative issues and initiatives requiring decision and action. Service chiefs monitor work performance to ensure production and accuracy requirements are satisfied. Interpret a wide variety of data and process data related to program planning and specialized needs of the service line and medical center. Ensure policies or projects have been fully coordinated, vetted and staffed. Advise leadership on implications, key issues, relationship to interest groups, both internal and external, and recommend courses of action. The service chief coordinates and negotiates resolutions to complex problems. Prepares special reports and responses, congressional responses, briefing papers, issue briefs, and decision papers for the medical center leadership, which may be highly sensitive, confidential, and of a complex nature as requested. Negotiates affiliation agreements with academic partners, sets training objectives, and delegates responsibilities to subordinate section.

I. **Kinesiotherapist, GS-14**

- (1) **Experience.** One year of experience equivalent to the next lower grade level.
- (2) **Demonstrated Knowledge, Skills, and Abilities.** In addition to the experience above, the candidate must demonstrate all of the following KSAs:

- (a) Knowledge of operations and systems to resolve policy implementation issues and medical center directors/chiefs of staff, VISN management, and various professional service representatives.
 - (b) Ability to oversee program development of assigned specialized VISN/regional clinical programs.
 - (c) Knowledge of and skill in health care services management and inter-relationships within health care and rehabilitation organizations (i.e. applying healthcare management principles to planning, execution, and administration of Veterans' system wide programs).
 - (d) Skill in managing advocacy roles and planning activities within the VA and the greater rehabilitation community.
 - (e) Knowledge of interdisciplinary rehabilitation specialty activities and scopes of function in order to interact with VA officials and the larger rehabilitation community.
 - (f) Knowledge of the VA organization, documentation protocols, and channels of communication necessary to write and coordinate directives, handbooks, manuals, program guides, criteria and standards, and any other administrative issue relevant to rehabilitation.
- (3) **Assignment.** For all assignments above the full performance level, the higher-level duties must consist of significant scope, complexity (difficulty), and range of variety, and be performed by the incumbent at least 25% of the time. The VISN/regional rehabilitation program manager serves as the program official, advisor, and analyst. Develop and implement the organizational vision and provide leadership, consultation, and operational guidance in compliance with established regulations, policies, and procedures. Applies specialized knowledge of health care and management for planning, organizing, and directing rehabilitation services. Implements national initiatives for the care and treatment of VHA patients, educational programs, program evaluation, quality assurance, budgeting, financing, and policy and procedure formulation. The program manager coordinates activities and functions at the VISN/regional level of rehabilitation programs or related specialty programming such as but not limited to: health promotion and disease prevention; aquatic rehabilitation; driver rehabilitation instructor recruitment and training; polytrauma and amputation program management; external review processes; prosthetic and assistive technology program oversight; and tele-rehabilitation. This individual designs, leads, and implements strategic planning across VISN/regional rehabilitation services and provides guidance to the individual program level for facility

implementation. Develops policy and procedures related to delivery of rehabilitation and related services and provide reporting and data analysis of performance outcomes at the local and VISN/regional level. Coordinates and completes action items from VA Central Office. Provides field support through mentoring activities and tracking of outcome trends. Resolves patient or caregiver concerns or inquiries, reviews requests for patient medical record amendments, and prosthetic equipment requests that have been elevated from the local level to the VISN/regional level. Serves as the technical expert in resolving and developing administrative data trails regarding rehabilitation program issues. Resolves policy implementation issues with appropriate field leaders. Authors and coordinates white papers and issue briefs as clarification documents and provides technical expertise representing any of the clinical rehabilitation specialty disciplines regarding recruitment, retention, certification, scope of practice, and clinical outcome data.

m. Kinesiotherapist, GS-15

- (1) **Experience.** One year of experience equivalent to the next lower grade level.
- (2) **Demonstrated Knowledge, Skills, and Abilities.** In addition to the experience above, the candidate must demonstrate all of the following KSAs:
 - (a) Knowledge of operations and systems to resolve policy implementation issues for medical center directors/chiefs of staff, service chiefs, VISN/regional management, Central Office staff and various professional service representatives.
 - (b) Ability to oversee program development of assigned specialized national clinical programs.
 - (c) Knowledge of health care services management and the inter-relationships within health care and rehabilitation organizations (i.e., applying healthcare management principles to planning, execution, and administration of Veterans' system wide programs).
 - (d) Skill in managing advocacy roles and planning activities within the VA and the greater rehabilitation community.
 - (e) Knowledge of interdisciplinary rehabilitation specialty activities and scopes of function in order to interact with VA officials and the rehabilitation community.
 - (f) Knowledge of the VA organization, documentation protocols and channels of program guides, criteria and standards, and any other administrative issue relevant to rehabilitation.

(3) **Assignment.** For all assignments above the full performance level, the higher-level duties must consist of significant scope, complexity (difficulty), and range of variety, and be performed by the incumbent at least 25% of the time. The national rehabilitation executive serves as one of multiple key program officials, advisors and analysts within the National Program Office of Physical Medicine and Rehabilitation Service under Rehabilitation and Prosthetic Services in VA Central Office. This executive develops and implements the organizational vision across VHA. Provides leadership, consultation, and operational guidance in compliance with established external agencies and policies and procedures within rehabilitation services. Manages and plans national initiatives having a high degree of visibility and a significant impact on rehabilitation healthcare services and delivery. The executive applies specialized knowledge of health care and rehabilitation management for planning, organizing and directing national initiatives in the care and treatment of patients, educational programs, program evaluation, quality assurance, budgeting, financing, and policy and procedure formulation. Collaborates and coordinates services with other federal and state agencies, external professional organizations, program offices and services within VHA. Designs, leads, and implements strategic planning across rehabilitation services at the executive level and provides consultation at the individual program level for facility implementation. The executive develops national policy and procedures related to the delivery of rehabilitation services including VHA directives, handbooks, manuals, rehabilitation program implementation and training guides, information letters, clinical practice guidelines, standards and criteria (such as, but not limited to, national space criteria and chief business office documentation criteria). Provides field support through mentoring and consultative activities as a technical expert. Monitors and tracks outcome trends and facilitates validation and efficiency of workload and productivity. Represents the national program office in planning initiatives in a myriad of assignments dealing with rehabilitation issues that cross multiple organizational lines as well as federal and state agencies. The executive resolves policy implementation issues with the appropriate VA Central Office, VISN, regional and facility field leaders or external review organization representatives. They author and coordinate requests for information, and VHA reviews cost estimates for proposed legislation, white papers and issue briefs, as clarification documents. The executive provides technical expertise representing any of the clinical rehabilitation specialty disciplines; including, but not limited to recruitment, retention, certification, scope of practice and clinical outcome data.]

5. DEVIATIONS.

- a. The appointing official may, under unusual circumstances, approve reasonable deviations to the grade determination requirements for kinesiotherapists in VHA

PART II

APPENDIX G21

whose composite record of accomplishments, performance, and qualifications, as well as current assignments, warrant such action based on demonstrated competence to meet the requirements of the proposed grade.

- b. Under no circumstances will educational requirements be waived.
- c. [Under no circumstances will registration be waived at the full performance level (GS-11) and above.]
- d. The placement of individuals in grade levels not described in this standard must be approved by the Under Secretary for Health, or designee, in VHA Central Office.

Authority: 38 U.S.C. §§ 7402, 7403, 7405, 7407.