**Animal and Plant Health Inspection Service (APHIS)**

**Veterinary Services (VS)**

**Program Support Services (PSS)**

**Workforce Planning and Assessment Division (WPA)**

**Management Analyst**

**GS-0343-13**

**MR# 5VS840**

***Note:*** *This position may be filled as a GS-07, GS-09, GS-11, GS-12 and GS-13 multi-grade career ladder. Attached responsibilities are for the full performance level. At developmental levels, incumbent will be acquiring background necessary to function at the full performance level. For the factor level differences of the GS-07, GS-09, GS-11 and GS-12 grade levels, please see the* ***STATEMENT OF DIFFERENCE*** *attached to this document.*

**INTRODUCTION**

The Workforce Planning and Assessment Division (WPA) oversees and directs VS workforce and succession planning and assessment (e.g., organizational, activity, process improvement) programs in support of the Office of the Deputy Administrator, Program Support Services (PSS), Surveillance, Preparedness, and Response Services (SPRS), National Import Export Services (NIES), and Science, Technology, and Analysis Services (STAS) business units. Program Support Services is responsible for providing human capital management, technical training, scholarship and recruitment programs, and administrative services; nation-wide information technology software solutions; national-level planning and financial management; and writing and regulatory coordination resources needed to ensure the Animal and Plant Health Inspection Service (APHIS) animal health programs effectively carry out their responsibilities. Veterinary Services (VS) protects and improves the health, quality, and marketability of our nation’s animals, animal products, and veterinary biologics by preventing, controlling, and/or eliminating animal diseases, and by monitoring and promoting animal health and productivity. APHIS is a multi-faceted Agency with a broad mission area that includes protection and promoting U.S. agricultural health, regulating genetically engineered organisms, administering the Animal Welfare Act, and carrying out wildlife damage control activities.

This position will manage VS workforce and succession planning and management and program reviews (e.g., organizational, activity, process improvement) and collaborate with VS senior executives and leadership in the implementation and oversight of VS succession, workforce, and management and program review strategies.

APHIS is an emergency response agency. This means that all Agency employees may be asked or assigned to participate in rotating temporary duty assignments away from their assigned duty station to support emergency programs at some time during their careers with APHIS.

**DUTIES AND RESPONSIBILITIES**

* Participates in VS workforce, succession, strategic, and annual planning processes to ensure alignment of workforce and succession planning activities with the strategic priorities of VS and the Agency. Delivers workforce and succession planning products, staffing plans, analytics, and analyses for VS senior executives, leadership, and the APHIS Office of the Administrator.
* Interprets, refines, and implements policy guidance and standard procedures regarding workforce and succession planning and VS policy guidance on leadership development and succession planning in compliance with Federal regulations, and USDA and Agency policies. Proposes modifications to existing VS programs and contributes to the development of new programs/activities.
* Develops, promotes, and maintains VS succession and workforce planning models in collaboration with APHIS-MRPBS-HRD and USDA-OHRM. Researches existing literature and benchmarks against public, private, and other relevant organizations to ascertain state of the art concepts and practices for succession and workforce planning. Collaborates and consults with key leaders in APHIS and VS to identify strengths and weaknesses of existing succession and workforce planning processes and to promote an integrated approach to succession and workforce planning.
* Provides succession and workforce planning consultation services to VS and the VS business units. Creates and analyzes succession and workforce planning reports and presentations, conducts competency gap analyses, and develops succession and workforce plans that are tailored to the specific needs of the organization (e.g., VS, business unit). Reviews competency results and uses these to assist in the planning and execution of succession and workforce strategies.
* Provides advisory services to VS senior executives and leadership regarding succession and workforce planning matters. Analyzes and interprets statutes, policies, regulations, and procedures. Provides technical guidance and assistance to VS senior executives and leadership regarding VS succession and workforce planning goals and objectives.
* Identifies potential areas for improvement in consultation with APHIS and VS senior executives and leadership. Partners with SPRS, NIES, STAS, and PSS business units to understand their environment, functions, and activities and translate needs into meaningful organizational improvements. Applies process improvement and re-engineering methodologies and principles to conduct process modernization projects, including the identification of “best practices,” data modeling, and the establishment of workload and performance metrics. Engages APHIS and VS senior executives and leadership to assess areas of improvement, map existing processes, and to make process improvement recommendations. Leads or facilitates process improvement projects and serves as facilitator during process improvement meetings. Uses expertise to assist with the design and implementation of business unit and organizational performance systems supported by benchmarking, cost analysis, business cases, and other criteria. Prepares reports that can be used by senior executives, management, supervisors, and staff to make timely and accurate decisions about process improvements. Responsible for the effective transition of existing teams and staff to newly or redesigned processes.
* Provides recommendations for formulating and developing processes and work products for administering various APHIS and VS change leadership initiatives (e.g., business process reengineering, organizational assessments, modernization activities) designed to ensure the continual transformation of VS toward becoming a more performance-based, results-oriented, and streamlined organization.

**FACTORS**

**Factor 1, Knowledge Required by the Position**

* Expert knowledge in the full range of qualitative and quantitative research techniques and methods, processes, and practices used in the review and analysis of program and change leadership planning, implementation, and decision-making.
* Knowledge of current theories and best practices in the areas of succession and workforce planning, including specialized knowledge regarding OPM, USDA-OHRM, APHIS, and VS policy and guidelines.
* Ability to independently develop and implement specialized succession and workforce plans based on knowledge of and research into those fields.
* Ability to independently lead and conduct complex management and program reviews, change leadership, and process improvement initiatives.
* Highly refined interpersonal communication skills and abilities to represent the views and policies of VS senior executives; promote the APHIS and VS vision and objectives; establish and maintain effective working relationships with internal and external stakeholders (e.g., OMB, GAO, OPM, USDA-OHRM, USDA-OCFO, APHIS, VS); communicate sensitive, urgent, and highly technical information in a variety of persuasive and informational situations; and, to conduct communications with respect for diversity and individual dignity.
* Expert skill in oral and written communication with senior leadership to develop and present facts and analyses, generate acceptance for innovative approaches, present briefings and training, and respond to written and verbal inquiries.
* Comprehensive knowledge and understanding of VS and a high degree of independent judgment and personal initiative in the identification, analysis, and resolution of issues, making decisions, and in planning and executing organizational initiatives.
* Knowledge of Federal, USDA, and APHIS compensation, recruitment, hiring and retention, budget, procurement, and/or financial management policies, processes, and related systems.

**Factor 2, Supervisory Controls**

The incumbent will be directly supervised by the Division Director and will work in support of the senior Division analysts on broad, complex assignments (e.g., succession and workforce planning, organizational and activity reviews). The incumbent will function independently when organizing, implementing, and monitoring the functions required to accomplish assigned duties and responsibilities within the clearly established parameters (e.g., project plan) and direction provided by the Division Director and/or senior analysts. The incumbent is responsible for coordinating the work with others, as necessary, confirming policy interpretations regarding objectives with the Division Director and/or senior analysts, and is responsible for resolving conflicts which might arise. In many cases, the incumbent determines the approach to be taken and the methodology to be used through consultation with the Division Director and/or senior analysts. The incumbent’s work is subject to review and potential modification by the Division Director and/or senior analysts. The incumbent keeps the Division Director and/or senior analysts informed of progress, potentially controversial matters, or far-reaching implications.

**Factor 3, Guidelines**

Guidelines include OMB, GAO, OPM, USDA-OHRM, USDA-OCFO, APHIS, and VS policies and procedures as well as pertinent legislation and regulations. Additional policy and administrative guidelines and parameters will be established and provided by the Division Director and/or senior analysts. Work consists of collaborating with the Division Director and/or senior analysts as well as VS senior management and staff in support of program design and development, which necessitates the execution of established guidelines, instructional methods, course material, and technology application.

**Factor 4, Complexity**

The work involves projects and studies which require an in-depth analysis of the effectiveness, efficiency, and productivity of VS. The work products include developing long-range plans and implementation with defined goals and objectives to improve program operations. These studies are often complicated by the need to consider and evaluate the impact of changes in legislative and regulatory requirements; long-range program goals and objectives; political, economic, and social consequences of changes in the type or amount of services provided. The program development involves difficult, technical, and highly specialized concepts and regular contact with VS senior executives and leadership and VS business units. The work requires the ability to represent VS senior executives and communicate complex strategies to various stakeholders (e.g., OMB, GAO, OPM, and USDA), APHIS program senior management and staff, Federal and non-Federal scientists) who may serve as subject-matter experts and participants in succession and workforce planning and management and program review-related matters. The work involves an understanding and application to work products of supervisory and administrative management skills that are particularly difficult to conceptualize. Regular and recurring collaboration with USDA and other APHIS programs (e.g., MRPBS) in the execution of assignments to nationwide, geographically dispersed stakeholders takes place.

**Factor 5, Scope and Effect**

Work involves resolving or advising on complex problems and issues typically requiring analysis or troubleshooting a wide range of unusual conditions. Work products are used on a VS-wide and business-unit specific basis. Work ultimately affects the goals, objectives, and overall effectiveness of VS in the delivery of its animal health programs. Effects are assessed in the acceptance of work products by VS senior executives and leadership and the alignment of leadership and workforce competencies with future VS mission-related needs.

**Factor 6, Personal Contacts**

Contacts are made with OMB, GAO, OPM, USDA-OHRM, USDA-OCFO, APHIS, VS, and other public and private sector officials. Provides advisory services on a regular basis to VS senior executives, leadership, and other key managerial officials.

**Factor 7, Purpose of Contacts**

Collaborates with VS senior executives and leadership regarding the creation, execution, and status of succession and workforce planning and management and program reviews to enhance the overall effectiveness of VS leadership, workforce, and organizations.

Discusses succession and workforce planning needs with VS senior executives and leadership to prepare to meet future requirements for a competent and highly productive workforce. Often the purpose of these conversations will entail influencing VS leadership to accept and implement the incumbent’s findings. The incumbent may encounter resistance from the contacts on issues such as organizational conflict competing objectives or resource constraints. Obtains information required to analyze needs and develop a suitable approach to meet them.

**Factor 8, Physical Demands**

Work is sedentary and typically performed in an office setting with limited exposure to field work sites (e.g., ranches, farms, ports, international borders, laboratories). Travel up to 25% may be required.

**Factor 9, Work Environment**

Work is performed primarily in a headquarters or field office setting, with periodic travel to field work sites (e.g., ranches, farms, ports, international borders, laboratories) when necessary.

**STATEMENT OF DIFFERENCE**

**Program Support Services (PSS)**

**Workforce Planning and Assessment Division (WPA)**

**Management Analyst**

**GS-0343-12**

This is a GS-12 developmental level position designed to prepare the incumbent to fully perform the duties at the Full Performance Level (FPL) as described in the attached Master Record #5VS840, Management Analyst, GS-0343-13. The incumbent will perform the basic duties and responsibilities as cited in the FPL position description with increased technical oversight of their Supervisor.

Identified below are the Factor Levels of the GS-12 level that differ from the FPL.

**Evaluation Factors**

**Factor 1, Knowledge Required by the Position (FL 1-7, 1250 pts)**

Knowledge and skill in applying analytical and evaluative methods and techniques to issues or studies concerning the efficiency and effectiveness of program operations carried out by administrative or professional personnel, or substantive administrative support functions. This level includes knowledge of pertinent laws, regulations, policies and precedents which affect the use of program and related support resources in the area studied. Projects and studies typically require knowledge of the major issues, program goals and objectives, work processes, and administrative operations of the organization.

Knowledge is used to plan, schedule, and conduct projects and studies to evaluate and recommend ways to improve the effectiveness and efficiency of work operations in a program or support setting. The assignments require knowledge and skill in adapting analytical techniques and evaluation criteria to the measurement and improvement of program effectiveness and/or organizational productivity. Knowledge is applied in developing new or modified work methods, organizational structures, records and files, management processes, staffing patterns, procedures for administering program services, guidelines and procedures, and automating work processes for the conduct of administrative support functions or program operations. Knowledge may also be applied in analyzing and making recommendations concerning the centralization or decentralization of operations.

**TOTAL POINTS: 2990**

**GRADE LEVEL: GS-12**

**STATEMENT OF DIFFERENCE**

**Program Support Services (PSS)**

**Workforce Planning and Assessment Division (WPA)**

**Management Analyst**

**GS-0343-11**

This is a GS-11 developmental level position designed to prepare the incumbent to fully perform the duties at the Full Performance Level (FPL) as described in the attached Master Record #5VS840, Management Analyst, GS-0343-13. The incumbent will perform the basic duties and responsibilities as cited in the FPL position description with increased technical oversight of their Supervisor.

Along with the description of Factor Level 1-7 above, identified below are the Factor Levels of the GS-11 level that differ from the FPL.

**Evaluation Factors**

**Factor 3, Guidelines (FL 3-3. 275 pts)**

Guidelines consist of standard reference material, texts, and manuals covering the application of analytical methods and techniques (statistical, descriptive or evaluative) and instructions and manuals covering the subjects involved (e.g., organizations, equipment, procedures, policies, and regulations).

Analytical methods contained in the guidelines are not always directly applicable to specific work assignments. However, precedent studies of similar subjects are available for reference. The employee uses judgment in choosing, interpreting, or adapting available guidelines to specific issues or subjects studied. The employee analyzes the subject and the current guidelines which cover it (e.g., workflow, delegations of authority, or regulatory compliance) and makes recommendations for changes.

Included at this level are work assignments in which the subject studied is covered by a wide variety of administrative regulations and procedural guidelines. In such circumstances the employee must use judgment in researching regulations, and in determining the relationship between guidelines and organizational efficiency, program effectiveness, or employee productivity.

**Factor 4, Complexity (FL 4-4, 225 pts)**

The work involves gathering information, identifying and analyzing issues, and developing recommendations to resolve substantive problems of effectiveness and efficiency of work operations in a program or program support setting. This is in addition to improving conditions of a procedural nature which relate to the efficiency of organizations and workers described at the previous level. The work requires the application of qualitative and quantitative analytical techniques that frequently require modification to fit a wider range of variables than those described at the full performance level for this position.

Subjects and projects assigned at this level usually consist of issues, problems, or concepts that are not always susceptible to direct observation and analysis (e.g., projected missions and functions). Difficulty is encountered in measuring effectiveness and productivity due to variations in the nature of administrative processes studied (e.g., those associated with processing information, reorganizing to meet changes in mission, or providing support services). Information about the subject is often conflicting or incomplete, cannot readily be obtained by direct means, or is otherwise difficult to document. For example, assignments may involve compiling, reconciling, and correlating voluminous workload data from a variety of sources with different reporting requirements and formats, or the data must be carefully cross-checked, analyzed, and interpreted to obtain accurate and relevant information.

Characteristic of this level is originality in refining existing work methods and techniques for application to the analysis of specific issues or resolution of problems. For example, the employee may revise methods for collecting data on workload, adopt new measures of productivity, or develop new approaches to relate productivity measurements to a performance appraisal system.

**TOTAL POINTS: 2715**

**GRADE LEVEL: GS-11**

**STATEMENT OF DIFFERENCE**

**Program Support Services (PSS)**

**Workforce Planning and Assessment Division (WPA)**

**Management Analyst**

**GS-0343-09**

This is a GS-09 developmental level position designed to prepare the incumbent to fully perform the duties at the Full Performance Level (FPL) as described in the attached Master Record #5VS840, Management Analyst, GS-0343-13. The incumbent will perform the basic duties and responsibilities as cited in the FPL position description with increased technical oversight of their Supervisor.

Identified below are all the Factor Levels of the GS-09 level that differ from the FPL.

**Evaluation Factors**

**Factor 1, Knowledge Required by the Position (FL 1-6, 950 pts)**

Positions with this level of knowledge require skill in applying analytical and evaluative techniques to the identification, consideration, and resolution of issues or problems of a procedural or factual nature. The issues or problems deal with readily observable conditions (e.g., office or shop layout, work-flow, or working conditions), written guidelines covering work methods and procedures such as performance and production standards, and information of a factual nature. Included at this level is knowledge of the theory and principles of management and organization, including administrative practices and procedures common to organizations, such as those pertaining to areas of responsibility, channels of communication, delegation of authority, routing of correspondence, filing systems, and storage of files and records.

Assignments typically involve using qualitative and quantitative analytical techniques such as: literature search; work measurement; task analysis and job structuring; productivity charting; determining staff to workload ratios (e.g., span of control); organization design; space planning; development and administration of questionnaires; flowcharting of work processes; graphing; and calculation of means, modes, standard deviations, or similar statistical measures. Assignments require skill in conducting interviews with supervisors and employees to obtain information about organizational missions, functions, and work procedures.

**Factor 2, Supervisory Controls (FL 2-3, 275 pts)**

The supervisor assigns specific projects in terms of issues, organizations, functions, or work processes to be studied and sets deadlines for completing the work. Where two or more projects are involved, the supervisor may assign priorities among the various projects as well as deadlines for the attainment of specific milestones within a project. The supervisor or higher grade analyst provides assistance on controversial issues or on the application of qualitative or quantitative analytical methods to the study of subjects for which precedent studies are not available.

The employee plans, coordinates, and carries out the successive steps in fact-finding and analysis of issues necessary to complete each phase of assigned projects. Work problems are normally resolved by the employee without reference to the supervisor, in accordance with the body of accepted office policies, applicable precedents, organizational concepts, management theory, and occupational training.

Work is reviewed for conformance with overall requirements as well as contribution to the objectives of the study. Complete work products such as evaluation reports and staff studies, are also reviewed for consistency of facts and figures, choice of appropriate analytical methods, and practicality of recommendations. Findings and recommendations developed by the employee are reviewed prior to release, publication, or discussion with management officials.

**Factor 3, Guidelines (FL 3-3, 275 pts)**

Guidelines consist of standard reference material, texts, and manuals covering the application of analytical methods and techniques (statistical, descriptive or evaluative) and instructions and manuals covering the subjects involved (e.g., organizations, equipment, procedures, policies, and regulations).

Analytical methods contained in the guidelines are not always directly applicable to specific work assignments. However, precedent studies of similar subjects are available for reference. The employee uses judgment in choosing, interpreting, or adapting available guidelines to specific issues or subjects studied. The employee analyzes the subject and the current guidelines which cover it (e.g., workflow, delegations of authority, or regulatory compliance) and makes recommendations for changes.

Included at this level are work assignments in which the subject studied is covered by a wide variety of administrative regulations and procedural guidelines. In such circumstances the employee must use judgment in researching regulations, and in determining the relationship between guidelines and organizational efficiency, program effectiveness, or employee productivity.

**Factor 4, Complexity (FL 4-3, 150 pts)**

The work principally involves dealing with problems and relationships of a procedural nature rather than the substance of work operations, issues, or other subjects studied. At this level, the employee analyzes the issues in the assignment, then selects and applies accepted analytical techniques such as task analysis, work simplification, work-flow charts, workload measurement, and trend analysis to the resolution of procedural problems affecting the efficiency, effectiveness, or productivity of the organization and/or workers studied.

Projects usually take place within organization with related functions and objectives, although organization and work procedures differ from one assignment to the next. Typical organizational efficiency assignments involve observing work in progress to identify and resolve problems in work-flow, work methods and procedures, task distribution, overall workload, forms and record keeping, span of control, and organizational structure. When performed, evaluative studies involve measurement of current work output, group productivity and accomplishments, or identification of current resource needs (staff, supplies, equipment, and space). Typically, the employee prepares a narrative report containing a statement of the issue or problem, background, observations, options for change, and recommendations for action.

Findings and recommendations are based upon analysis of work observations, review of production records or similar documentation, research of precedent studies, and application of standard administrative guidelines (e.g., staffing guidelines or performance and production standards).

**Factor 5, Scope and Effect (FL 5-3, 150 pts)**

The purpose of the work is to plan and carry out projects to improve the efficiency and productivity of organizations and employees in administrative support activities. Employees at this level identify, analyze, and make recommendations to resolve conventional problems and situations in work-flow, work distribution, staffing, performance appraisal, organizational structure, and/or administration. Employees may be assigned portions of broader studies of largely administrative organizations or participate in the evaluation of program effectiveness at the operating level. Work may also involve developing detailed procedures and guidelines to supplement established administrative regulations or program guidance.

Completed reports and recommendations influence decisions by managers concerning the internal administrative operations of the organizations and activities studied. The work may involve identifying problems, studying, analyzing and making recommendations concerning the efficiency and productivity of administrative operations in different components of an organization.

**TOTAL POINTS: 1990**

**GRADE LEVEL: GS-09**

**STATEMENT OF DIFFERENCE**

**Program Support Services (PSS)**

**Workforce Planning and Assessment Division (WPA)**

**Management Analyst**

**GS-0343-07**

This is a GS-07 developmental level position designed to prepare the incumbent to fully perform the duties at the Full Performance Level (FPL) as described in the attached Master Record #5VS840, Management Analyst, GS-0343-13. The incumbent will perform the basic duties and responsibilities as cited in the FPL position description with increased technical oversight of their Supervisor.

Along with the factors described for GS-09 above, identified below are the Factor Levels of the GS-07 level that differ from the FPL.

**Evaluation Factors**

**Factor 1, Knowledge Required by the Position (FL 1-5, 750 pts)**

Positions with this level of knowledge require basic understanding of applying analytical and evaluative techniques to the identification, consideration, and resolution of issues or problems of a procedural or factual nature. The issues or problems deal with readily observable conditions, written guidelines covering work methods and procedures such as performance and production standards, and information of a factual nature. Included at this level is knowledge of the channels of communication, delegation of authority, routing of correspondence, filing systems, and storage of files and records.

Assignments typically involve using basic qualitative and quantitative analytical techniques such as: literature search; work measurement; flowcharting of work processes; graphing; and calculation of means, modes, standard deviations, or similar statistical measures. Assignments require skill in conducting interviews with supervisors and employees to obtain information about organizational missions, functions, and work procedures.

**Factor 3, Guidelines (FL 3-2, 125 pts)**

A number of established instructions and procedures for doing the work are readily available and clearly applicable to most assignments. Typical guidelines include organizational operating procedures; instructions and procedures for management or program analysis functions and processes; automated system procedures and requirements; forms, records, or other administrative or information management procedures and requirements; program audit reports; data on program resource use and productivity; staffing allowances; organization and workflow charts; mission and function statements; program goals and objectives; and similar information.

The number and similarity of guidelines and work situations require the employee to use judgment in locating, selecting, and applying the most appropriate instructions, references, or procedures to management or program analysis clerical or technical assignments. The employee may make minor deviations in guidelines to adapt to specific tasks such as when questioning operating officials concerning errors or discrepancies in reports. The employee refers situations involving significant deviations from established guidelines or issues and problems requiring significant judgment to the supervisor or higher level employee for guidance or resolution.

**Factor 4, Complexity (FL 4-2, 75 pts)**

The work consists of duties involving related procedures, processes, or methods to perform individual management or program analysis clerical or technical assignments or tasks. For example, the employee may: review established formats and defined requirements for creating single purpose forms, design the forms in accordance with standard guidelines, and distribute the forms to prescribed offices; review directives, staffing reports, or organizational change requests for compliance with standard formats or schedules and inclusion of required information; verify clear discrepancies with originating offices; and correct errors; search prescribed sources for data, and compile and arrange data in standard formats for projects or reports; or review routine program production reports and identify clear discrepancies, trends, or problems.

The employee decides what needs to be done by identifying easily recognizable differences in the basic characteristics and nature of one or a few similar, stable work units, program areas, and/or management or program operations. The operations involve easily identifiable steps and procedures; standard plans, schedules, calculations, report formats, and requirements; or clear-cut processes, structures, and workflow. The employee identifies the basic instructions and procedures to follow from among a few established procedural alternatives related to the specific function or task.

The employee considers the nature of the task or duty, basic purposes and other characteristics of the work units and operations involved, or readily available sources of information to complete routine or standard assignments such as compiling and computing data, identifying trends or problems, and explaining procedures.

**TOTAL POINTS: 1565**

**GRADE LEVEL: GS-07**