

POSITION DESCRIPTION
COVER SHEET

REASON FOR THIS POSITION

1. NEW <input checked="" type="checkbox"/>	2. IDENTICAL ADDITION TO THE ESTABLISHED PD NUMBER (8) <input type="checkbox"/>	3. REPLACES PD NUMBER (8) <input type="checkbox"/>
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RECOMMENDED

4. TITLE Program Manager (Director, Office of Field Oversight)	5. PAY PLAN (2) GS	6. SERIES (4) 340	7. GRADE (2) 15
8. WORKING TITLE (Optional)		9. INCUMBENT (Optional) Marlene Thrash	

OFFICIAL

10. TITLE Program Manager (Director, Office of Field Oversight)						
11. PP (2) GS	12. SERIES (4) 340	13. FUNC.(2)	14. GRADE(2) 15	15. DATE (mm/dd/yyyy) 06/17/2004	16. I/A <input type="checkbox"/> yes <input checked="" type="checkbox"/> No	17. CLASSIFIER (Name) M.D. Thrash

18. ORGANIZATIONAL STRUCTURE (Agency/Bureau)

1st U.S. Department of Housing and Urban Development	5th
2nd Office of the AS for Fair Housing and Equal Opportunity	6th
3rd General Deputy Assistant Secretary	7th
4th Office of Field Oversight	8th

SUPERVISOR'S CERTIFICATION

I certify that this is an accurate statement of the major duties and responsibilities of the position and its organizational relationships and that the position is necessary to carry out Government functions for which I am responsible. This certification is made with the knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds and that false or misleading statements may constitute violations of such statute or their implementing regulations.

19. SUPERVISOR'S SIGNATURE 	20. DATE (mm/dd/yyyy) 2/6/04	22. SECOND LEVEL SUPERVISOR'S SIGNATURE 	23. DATE (mm/dd/yyyy)
21. SUPERVISOR'S NAME Floyd O. May	24. SECOND LEVEL SUPERVISOR'S NAME Carolyn Peoples		
21a. SUPERVISOR'S TITLE General Deputy Assistant Secretary for FHEO	24a. SECOND LEVEL SUPERVISOR'S TITLE Assistant Secretary for FHEO		

FACTOR EVALUATION SYSTEM

FACTOR	25. FLD/BMK	26. POINTS	FACTOR	25. FLD/BMK	26. POINTS
1. Knowledge Required			6. Personal Contacts		
2. Supervisory Controls			7. Purpose of Contacts		
3. Guidelines			8. Physical Demands		
4. Complexity			9. Work Environment		
5. Scope and Effect			TOTAL POINTS		
GRADE					

CLASSIFICATION CERTIFICATION

I certify that this position has been classified as required by Title 5, U.S. Code, in conformance with standards published by the OPM or, if no published standard applies directly, consistently with most applicable published standards.

29. SIGNATURE 	30. DATE (mm/dd/yyyy) 8/20/2004
31. NAME Marlene Thrash	31a. TITLE Human Resources Specialist
32. REMARKS GSSG Evaluation Attached	33. OPM CERTIFICATION NUMBER

MASTER RECORD / INDIVIDUAL POSITION DATA

THIS SIDE TO BE COMPLETED BY THE CLASSIFIER

A. KEY DATA

1. FUNCTION (1) A	2. DEPT. CD./AGCY-BUR-CD. (4) HU83	3. SON (4) 4400	4. MR. No. (6)	5. GRADE (2) 15	6. IP NUMBER (8)
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B. MASTER RECORD

1. PAY PLAN (2) GS		2. OCC. SER. (4) 340		3. OCC. FUNC. CD (2)		4. OFF. TITLE CD (6)		5. OFF. TITLE (38) Program Manager (Dir. Office of Field)					
6. HQ. FLD. CD (1) 1 = HQ 2 = FLD		7. SUP. CD. (1) 1 = Sup. SGEG 3 = Mgr. SGEG 4 = Sup. CSRA		5 = Mgmt. CSRA 6 = Leader LGEG 8 = All Others		8. CLASS. STD. CD. (1) X = New Std. Applied Blank = NA		9. INTERDIS. CD (1) N = No Y = Interdis.		10. DATE CLASS (mm/dd/yyyy) 06/17/2004			
11. EARLY RET. CD. (1) 1 = Primary 2 = Secondary			3 = Foreign Svc. Blank = NA			12. INACT/ACT (1) 1 = Inactive A = Active		13. DATE ABOL. (mm/dd/yyyy)		14. DATE INACT/REACT (mm/dd/yyyy)		15. AGCY. USE (10)	
16. INTERDIS. SER. (40)													
(4) (4) (4) (4) (4) (4) (4) (4) (4) (4) (4) (4)													
17. INTERDIS. TITLE CD. (50)													
(5) (5) (5) (5) (5) (5) (5) (5) (5) (5) (5) (5)													

C. INDIVIDUAL POSITION

1. FLSA CD. (1) E = Exempt N = Nonexempt		2. FIN. DIS. REQ. (2) 0 = None 1 = CD219 2 = CD220		3 = SF278 4 = AD392 5 = SF849		3. POS. SCHED. (1) A = Sched A B = Sched B C = Sched C		O = Excepted but not A, B, C		4. POS. SENS (3) IN		0 = Nonsensitive 1 = Noncritical 2 = Critical Sensitive		5. COMP. LVL. (4) 9999																	
6. WK. TITLE CD. (4)		7. WK. TITLE (38)																													
8. ORG. STR. CD. (18) (example *83 - 07 - 01 - 0200 - 08 - 19 - 00 - 00*)								9. VAC. REV. CD. (1)																							
1st		2nd		3rd		4th		5th		6th		7th		8th		0 = Position Action No Vacancy A = No Change		B = Lower Grade C = Higher Grade		D = Different title and/or Series E = New Position/New FTE											
10. TARGET GC. (2)		11. LANG. REQ. (2)		12. PROJ. DTY IND. (1) Blank = NA Y = Yes		13. DUTY STATION (9) State (2) City (4) County (3)			14. BUS. CD. (4) 8888		15. DATE LAST AUDIT. (mm/dd/yyyy)		16. PAS. IND. (1) Blank = NA 1 = PAS		17. DATE EST. (mm/dd/yyyy) 06/17/2004																
18. GD. BASIS. IND. (1) 1 = Rev. when vacant 2 = Impact of Person 3 = Sup/SGEG								4 = Sup./Program 5 = RGEG 6 = Policy Analysis GEG				7 = Equipment Development Guide 8 = Agency Use 9 = Agency Use ALPHAS = Agency Use				19. DATE REQ. REC. (mm/dd/yyyy)		20. NTE. DATE (mm/dd/yyyy)		21. POS. ST. BUD (1) Y = Perm N = Other											
22. MAINT. REV./CLASS. ACT. CD. (2) (1st Digit = Activity and 2nd Digit = Results)																															
Normal Act				Maintenance Review Act				Results				9 = Other																			
1 = Desk Audit		2 = Sup. Audit		3 = Paper Rev.		4 = PME/Activity Rev.		5 = Desk Audit		6 = Sup. Audit		7 = Paper Rev.		8 = Panel Rev.		1 = No Action Req.		2 = Minor PD Change		3 = New PD Req.		4 = Title Change		5 = Series Change		6 = Pos. Upgrade		7 = Pos. Downgrade		8 = New Pos.	
23. DATE EMP. ASGN. (mm/dd/yyyy)		24. DATE ABOL. (mm/dd/yyyy)		25. INACT/ACT (1) 1 = Inact. 2 = Act.		26. DATE INACT/ACT (mm/dd/yyyy)		27. ACCTG. STAT. (4)		28. INT. ASGN. SER. (4)		29. AGCY USE (8)																			
30. CLASSIFIER'S SIGNATURE											31. DATE (mm/dd/yyyy)																				
32. REMARKS																															

**DIRECTOR
GS-340-15**

I. INTRODUCTION

This position is located in the Office of the Assistant Secretary for Fair Housing and Equal Opportunity, General Deputy Assistant Secretary, Office of Field Oversight. The office is the primary point of contact between the field and FHEO Headquarters. The Office is responsible for advising and assisting the General Deputy Assistant Secretary on all matters relative to implementation of FHEO programs and activities in the Regional and Field Offices, including coordinating Regional and Field requests and responses, analyzing performance data, and providing input to assist in the evaluation of the performance of Regional FHEO Directors. The Office is also responsible for communicating to the Regional offices, FHEO policies that are developed by the Headquarters program offices.

The Director serves as advisor to the General Deputy Assistant Secretary and is responsible for monitoring and reviewing Regional and Field office performance and providing technical assistance, in consultation with the Office of Enforcement and the Office of Programs, on enforcement and program and operations matters.

II. MAJOR DUTIES AND RESPONSIBILITIES

Manages and supervises the activities of the Office of Field Oversight. The staff includes five professionals, (1) Program Analyst, GS-343-15, (1) Program Analyst, GS-343-14, (1) Management Analyst, GS-343-14, (1) Program Analyst, GS-343-13, (1) Program Analyst, GS-343-12 (FPL GS-13), and (1) Program Analyst (Trainee), GS-343-9 (FPL GS-12).

Supervises a staff and manages other resources to achieve maximum efficiency and balance in utilizing the resources assigned. Plan work to be accomplished by subordinates, set and adjust short-term priorities and prepare schedules for completion of work. Assigns work to subordinates based on priorities of the office and ensures work is efficiently and effectively carried out. Evaluates work performance of subordinates, developing budget and administering and managing funds. Establishes goals, objectives and activities for the division. Responsible for identifying training needs and ensures the staff receive proper training. Also responsible for counseling, disciplinary actions, awards, merit staffing, reassignments, rotations, promotions, delegating responsibilities, and other actions.

Serves as advisor to the General Deputy Assistant Secretary for FHEO, Deputy Assistant Secretaries, Office Directors, and other Headquarters FHEO Officials on the implementation of the FHEO programs in the field.

Serves as the Quality Management Review (QMR) representative for the Office of Fair Housing & Equal Opportunity. The QMR is a broad management and operational review program that sets standards, assesses performance, determines efficiencies and deficiencies, and makes

changes and improvements within FHEO's Field offices. The incumbent reviews and evaluates performance and results of field operations; provides on-site technical assistance, as needed; establishes quality management controls for more effective program operations; identifies and develops corrective solutions for each field office; identifies and shares exemplary management/operational practices throughout the organization and assesses customer satisfaction. The incumbent prepares written reports after each QMR. The incumbent prepares a summary report of all the findings, observations and exemplary practices at the end of the fiscal year.

Serves as the Quality Assurance Review (QAR) representative for the Office of Fair Housing & Equal Opportunity. The incumbent conducts limited on-site reviews of FHEO field offices. The incumbent determines the effectiveness of field operations; reviews and evaluates performance. The incumbent performs case reviews and conducts interviews with the FHEO staff, other program Directors, customers and clients. The incumbent prepares written reports after each QAR for the Assistant Secretary, General Deputy Assistant Secretary and the Deputy Assistant Secretaries.

The incumbent is an expert in HUD program activities as they are implemented in the field. This expertise include but is not limited to: (a) the evaluation of FHEO programs in the Field, such as Title VIII complaint investigation and compliance review activities, and Title VIII and Title VI conciliation activities; (b) the overall administration of FHEO programs from the Field Office level, including all those functions that have been delegated to the Regional Director for FHEO; (c) the management and administrative systems of the Department for program implementation; and (d) the operation of Housing and Community Planning and Development Programs administered by the Department; and e) FHEO QMR/QAR Process Team Leader for the QMR program.

Represents the General Deputy Assistant Secretary for FHEO in negotiating performance goals with Regional Directors and FHEO/Program Assistant Secretaries. The incumbent exercises extensive independent judgment in approving acceptable levels of performance for each Field Office. Provides direct technical assistance to the Field Offices relating to policy decisions, policy interpretations, new procedures and priorities.

Evaluates national work measure standards for FHEO based on studies and research conducted in the Field offices utilizing extensive knowledge of program regulations and field implementation of program requirements.

Directs a program to ensure periodic and effective evaluations of Field Office (Centers) FHEO programs, which include the evaluation of Field staff on their ability to train, monitor, evaluate and make recommendations for corrective actions.

~~Directs the evaluation and monitoring of Total Estimation and Allocation Mechanism (TEAM) reporting activities. Develops goals and objectives to report Field Oversight activities, monitor implementation of the TEAM system and measure trends.~~

Directs the preparation of handbooks and guidelines on the performance evaluation system.

Makes independent determinations of acceptable workload accomplishments in Field Offices based on expert knowledge of the operation of FHEO programs and on an analysis of performance data extracted from available data sources.

Coordinates with FHEO Headquarters Office heads relative to workload projections and Field Office production goals for their respective programs.

Develops management studies and surveys which may involve any aspect of the management of FHEO programs or of the organization's concepts and procedures involved. Such studies and surveys will generally have concrete operating objectives, and be relevant to the immediate or projected requirements of the FHEO organization.

Serves as a representative of the General Deputy Assistant Secretary on task forces dealings with Departmental management objectives.

Participates with Offices Directors in review of and makes recommendations on improvement of work methods, and program and organizational initiatives.

The incumbent maintains liaison and coordination with all principal staff as necessary to effectively carry out the functions of this Division.

Participates with Office Directors in review of and makes recommendations on improvements of work methods, and program and organizational initiatives.

Sets long-range plans and short-range operating objectives for the Division that include stated, quantified and measurable objectives, to measure performance both in terms of achievement and efficient use of resources.

Develops staff at all levels in terms of their technical and supervisory capabilities to insure using their potential to the fullest extent toward achievement of the Division mission.

In negotiating with Field Office Directors and General Deputy Assistant Secretarial representatives, the incumbent exercises informed judgment based on his/her knowledge of the program priorities of the Assistant Secretary for FHEO. The incumbent must maintain expert FHEO program knowledge and as such is expected to develop technical materials without detailed supervision or guidance.

Factor 1. Knowledge Required by the Position

Amastery of the concepts and principles of the field of equal opportunity is necessary to administer and manage a broad jurisdictional program to identify and recommend solutions for particularly broad and complex equal opportunity and performance management problems as well as the enforcement of the applicable civil rights statutes.

Highly developed skill in fact finding, analysis, to formulating and presenting recommendations, negotiating resolutions of strongly contested issues, in oral and written communication. Must

possess skill in analyzing the causes and effects of deficiencies in performance, and in formulating corrective actions.

Skill in performing complex investigations.

Expert knowledge of analytical and evaluative methods used for analyzing and measuring the effectiveness, efficiency and productivity.

Superior management skills for improving and developing office practices, procedures, and work methods as well as developing measurable operative performance objective.

Ability to conduct studies (concurrently or in sequence) that identify ways to improve effectiveness of work methods, procedures, organizations, manpower use, distribution of work assignment delegations of authority, management controls, information and documentation systems, and similar functions.

Factor 2. Supervisory Controls

Work is done under minimal supervision of the General Deputy Assistant Secretary (GDAS). The GDAS provides guidance as to major departmental objectives, priorities and policies. The work is reviewed in terms of overall accomplishments, meeting of critical deadlines and compliance with objectives. It involves a high degree of independent judgment and although matters concerning substantive questions may be addressed with the GDAS. The incumbent functions independently on a project basis in planning and managing assignments, independently determining the proper scope of the project, the methods to be used to achieve the objective and discusses only unusual situations with the GDAS. Independent decisions regarding work priorities are normally reviewed prior to final action assuming consideration is given to overall requirements. The GDAS relies on the technical expertise of the incumbent in assuring that overall goals and objectives of Office are met.

Factor 3. Guidelines

Guidelines include basic administrative policy statements concerning performance management or policy initiatives of the Department.

The incumbent uses a high degree of judgment and discretion in determining intent, and in interpreting and applying general guidelines to produce new knowledge and insight into performance management, such as developing study formats for use by others. The incumbent is recognized as an expert in the development and/or interpretation of guidance on evaluation of performance and productivity improvement.

Factor 4. Complexity

Assignments are to plan, direct and conduct broad studies, analyze and recommend decisions on highly complex and broad problems of a fundamental or precedent setting nature. Generally the problems dealt with involve a unique combination of facts, conditions and issues.

On a continuing basis, incumbent provides specialized assistance on performance management in the field. The incumbent is frequently requested to provide informed advice and judgment on specific administrative regulations and other programmatic policy and procedures

Work involves planning and administering methods and techniques to enable FHEO to carry out its mission. The incumbent will recommend to the GDAS the priorities based on the severity of the deficiencies discovered. Decisions in this work regarding what need to be done include major areas of uncertainty in approach, methodology or interpretation and evaluation of the process.

Factor 5. Scope and Effect

The purpose of the work is to oversee a comprehensive FHEO program that includes an enforcement function, and providing consulting services to management for FHEO on a broad range of FHEO issues including performance management and productivity in the field.

The work results in the development and implementation of new procedures relating to performance management to be used in the field offices and in the field of fair housing and equal opportunity, which may include developing long-range program plans, goals, objectives and milestones.

Additionally the purpose of the work is to provide expert guidance and superior technical assistance and or advice in fair housing and equal opportunity matters within the geographical area.

Factor 6. Personal Contacts

Personal contacts are with high-level managers, middle managers, supervisors and staff officials throughout the federal government, and key officials of state and local government.

Factor 7. Purpose of Contacts

The purpose of the contacts is to negotiate or conciliate resolutions to highly controversial or major issues, or to communicate, justify, or defend decisions on major controversial issues. Many issues are strongly contested, but incumbent must maintain firmness, objectivity, maturity and a high degree of professionalism in bringing difficult issues to a reasonable and sound resolution. The contacts also provide information and materials necessary to assist the office in carrying out its various roles and responsibilities.

Factor 8. Physical Demands

The work is primarily sedentary, although some slight physical effort may be required.

Factor 9. Work Environment

Work is generally performed in offices and conference rooms, and includes extensive visits to field offices that involve everyday risks and discomforts and require normal safety precautions. Frequent travel is required.