

NCA CENTRAL OFFICE POSITION MANAGEMENT BOARD

1. REASON FOR ISSUE: To revise the National Cemetery Administration (NCA) directive for the Position Management Board (PMB).

2. SUMMARY OF CHANGES: This directive reflects the following changes:

a. This directive no longer applies to NCA District Offices and only applies to NCA Central Office organizations (NCACO) including Station 101 and all NCACO field positions supported by NCACO salary resources;

b. PMB membership is increased from six (6) to seven (7) senior executives to include NCA Chief of Staff;

c. PMB meetings quorum is increased from three (3) to four (4);

d. This directive exempts requests for an increase in one grade level from full PMB review;

e. Addition of a streamlined PMB-EZ process for certain exempt requests.

3. RESPONSIBLE OFFICE: NCA, Office of Human Capital Management, Director, Policy and Programs, 810 Vermont Avenue, NW, Washington, D.C. 20420.

4. RELATED PUBLICATIONS: VA Handbook 5003, Position Classification, Job Grading, and Position Management.

5. RESCISSIONS: NCA Directive 3050 Position Management Board-Central Office and Districts, published March 13, 2017.

6. RECERTIFICATION: This directive is scheduled for recertification the last day of March 2026.

/s/
Ronald E. Walters
Acting Under Secretary
for Memorial Affairs

Distribution: Electronic

NCA CENTRAL OFFICE POSITION MANAGEMENT BOARD

1. PURPOSE AND SCOPE

a. This directive establishes policy, responsibilities, and procedures for the National Cemetery Administration (NCA) Position Management Board (PMB). The purpose of the PMB is to maximize overall operational efficiency of the NCA Central Office (NCACO) organizational structure through a systematic, transparent process;

b. The PMB serves as the principal means of changing staffing resource levels during the year of execution for all NCACO program offices, which includes the following:

(1) All NCACO Station 101 positions and all NCACO field positions that are supported by NCACO salary resources;

c. PMB policy and procedures apply to all new NCACO positions, including (but not limited to) those based on:

(1) Organizational changes necessary to provide new services;

(2) Filling vacancies, if staffing levels would exceed organizational ceiling;

(3) Requests involving new GS-15 positions or an increase of an existing position to a GS-15.

d. PMB policy DOES NOT apply to:

(1) Filling vacancies if staffing levels would not exceed organizational ceiling, which is defined as the number of FTE on the official signed organizational chart;

(2) Filling vacancies, if there is no change to paygrade;

(3) Career ladder positions up to current authorized grade level (e.g., GS-9 position that will convert to a GS-7/target GS-9);

(4) Excepted appointment promotions;

(5) Time-In-Grade actions;

(6) Quality step increases;

(7) Position Description updates that do not change position or the grade;

(8) Relocating a position from one office to another under the same Senior Executive without change to series or grade;

(9) Double incumbency if it is for any other reason other than a planned retirement within 4 months (this action requires NCA Chief Financial Officer approval); or

(10) Temporary or term employees if they can be covered within existing budget allocation;

(11) Changes to Organizational Charts that do not require PMB review must follow the process outlined in HCM Letter 009-16-43F3 found at: http://vaww.nca.va.gov/human_capital/mgmt_letters.asp.

(12) Reclassification of positions (GS-14 and below) that result in an increase in one grade level, as indicated by the occupation series (e.g., GS-9 to GS-10 or GS-12 to GS-13), for one full time employee (FTE) are exempt and can use the following process;

(A) An organization that meets PMB exemption criteria in paragraph 12 above, is exempt from having to submit a request to the full PMB and should use the PMB-EZ process, using the PMB-EZ Request form (Appendix C), which requires approval from the NCA CFO to ensure sufficiency of funds and the Executive Director, Human Capital Management to ensure consistency human resource policies.

(B) PMB-EZ requests approved by the CFO and HCM Executive Director will be reported to the full PMB at the subsequent PMB Meeting.

(C) Organizations that are disapproved by the CFO and Executive Director, HCM, reserve the right to have the full PMB hear their request.

(D) When the organization's (organization defined as 40, 41, 42, 43, and 44) cumulative amount of individual requests reaches \$60,000, the requesting organization will be required to go before the full PMB. Budget Service will track each organization's usage of the \$60,000 annual allowance and communicate with Human Capital Management (HCM), which will track requests and alert the requesting organization when it has reached the \$60,000 fiscal year limit.

e. Appendix A provides information on Essential Considerations, Meeting Schedules, Member Attendance, and Procedures of the Position Management Board.

f. Appendix D provides a flow chart: Budget Formulation Versus PMB.

2. BACKGROUND: Position management is a method used to determine the need for positions and establish proper configuration of workflow to accomplish the organization's mission in the most efficient and economical manner. While position management is a significant aspect of each manager's responsibility for their own staff, the PMB is responsible for providing a larger scale perspective that is necessary to maximize overall operational efficiency.

3. POLICY:

a. It is NCA policy that PMB review, analysis, and recommendation for approval/disapproval, must be provided to Principal Deputy Under Secretary for Memorial Affairs (PDUSMA) for position requests that would increase resource requirements. PMB review must occur prior to requesting a position be classified and/or requesting recruitment for a new position.

b. Managers and supervisors at all levels are responsible for ensuring work is organized and assigned among positions in an effective and economical manner to meet overall organizational needs. Budget and personnel management are the continuing responsibilities of all managers who direct, plan, or supervise the work of others.

c. Adherence to position management and merit principles applies to all positions.

4. MEMBERSHIP:

a. PMB membership includes:

(1) Principal Deputy Under Secretary for Memorial Affairs (Chairperson);

(2) Deputy Under Secretary for Finance and Planning;

(3) Deputy Under Secretary for Management;

(4) Executive Director, Field Programs;

(5) Executive Director, Cemetery Operations;

(6) Executive Director, Human Capital Management; and

(7) Chief of Staff.

b. NCA Director, Budget Service, and NCA Director, HCM Policy & Programs, serve as official technical advisors to the PMB.

5. RESPONSIBILITIES:

a. The **Position Management Board (PMB)** is responsible for:

(1) Making recommendations to the PDUSMA on approval or disapproval of requests for changes to staffing resource levels during the year of execution for all NCACO Program Offices. In making recommendations to the PDUSMA, the PMB is responsible for:

(A) Reviewing and evaluating requests for additional FTE to determine if the requested FTE is within current authorized limits and if additional staffing is warranted;

(B) Reviewing requests to address out-of-cycle or unplanned requirements or unfunded mandates that meet criteria for PMB review;

(C) Reviewing accretion of duties for any position to determine if they merit upgrading the position;

(D) Advising on decisions to hire above organizational ceilings; and

(E) Examining NCA's organizational structure and recommend the most efficient and streamlined workforce configuration to carry out mission goals by:

(i) Eliminating duplication of work and unnecessary fragmentation;

(ii) Providing adequate staffing for essential services; and

(iii) Verifying the minimum number of positions essential to the accomplishment of the mission.

(2) Reviewing requests that submitted to the PMB are complete and address the resources associated with increases to an organization's FTE (such as relocation incentives, space, IT equipment).

b. The **Principal Deputy Under Secretary for Memorial Affairs (PDUSMA)** is responsible for:

(1) Serving as PMB Chairperson;

(2) Voting if a quorum of four voting members does not exist (The Chairperson is a non-voting member except if needed to establish a quorum);

(3) Reviewing PMB recommendations and making final decisions on resource requests; and

(4) Determining when/if to hold PMB meetings outside regular schedule time to address emergent requests;

(5) Appointing an acting Chairperson during absences from meetings.

c. **NCA Deputy Under Secretaries** are responsible for:

(1) Reviewing and concurring on position and related staffing resource requests from their respective organizations; and

(2) Executing the PMB Chairperson decisions on staffing and resource requests or other PMB functions.

d. **Deputy Under Secretary for Finance & Planning/CFO** is responsible for verifying sufficiency of funds for PMB and PMB-EZ requests.

e. **NCACO Executive Directors, and NCACO Service Directors** are responsible for:

(1) Preparing, reviewing, and forwarding position requests to PMB through the appropriate Senior Executive (if applicable) to the respective Deputy Under Secretary. Appendix B provides the Position Management Board Request Form that must be submitted;

(2) Submitting all materials required for PMB review in a timely manner to HCM and presenting the request to PMB either in person or via teleconference;

(3) After PMB approval, submitting all appropriate Requests for Personnel Action (RPA) to HRC related to hiring and personnel alignment, and preparing the necessary request and justification for the Manpower Management Service if the personnel action is part of a realignment.

f. **Executive Director, Human Capital Management**, is responsible for PMB administration, including:

(1) Overseeing the administrative support to the PMB (e.g., developing meeting agendas, distributing requests for review, producing a formal record of actions and decisions);

(2) Providing technical advice and assistance on PMB administration and management;

(3) Advising management officials of PMB Chairperson decisions; and

(4) Verifying that PMB and PMB-EZ requests are consistent with this directive and human resource policies.

(5) Communicating PDUSMA decisions on PMB recommendations to all PMB members on a regular basis

g. **Director, Budget Service**, is responsible for:

(1) Verifying funding availability, or noting if there are insufficient funds, to support the request (unfunded requirement) prior to the requests being submitted to the PMB during the year of execution;

(2) Creating requests for new organization codes and notifying the HRC after the codes are established;

(3) Providing or validating the budgetary impact of PMB requests and PMB-EZ requests; and,

(4) Aligning organization codes within the appropriate financial systems.

h. **Director, Human Resource Center**, is responsible for:

(1) Providing technical advice and assistance to supervisors on PMB requests;

(2) Assisting supervisors with implementation of PDUSMA decisions;

(3) Ensuring proper alignment of organization codes provided by Budget Service with HRSmart; for PMB approved positions.

i. **Director, Policy & Programs**, is responsible for:

(1) Providing guidance and information on space management and the availability of cubicles, offices, and furniture;

(2) Planning necessary moves to facilitate the hiring of new employees;

(3) Ensuring the necessary information technology equipment is available for new employees;

(4) Maintaining up-to-date versions of NCA organizational charts; and

(5) Maintaining a spreadsheet by fiscal year of PMB recommendations and PDUSMA decisions regarding establishing, filling and changing positions. The spreadsheet will annotate: any special circumstances or conditions regarding the position; whether Permanent Change of Station (PCS) is authorized; and the type of appointment authorized (i.e., permanent, temporary, or term).

**APPENDIX A – POSITION MANAGEMENT BOARD ESSENTIAL
CONSIDERATIONS, MEETING SCHEDULES, MEMBER ATTENDANCE, AND
PROCEDURES**

1. Essential considerations of the PMB review: PMB review will include, but is not limited to, the following:

- a. Transparency within NCACO Program Offices for all employees to know how positions are created and established;
- b. Consistency of grades across similar positions;
- c. Reviewing NCA organizational structure for unnecessary duplication of work and unnecessary fragmentation;
- d. Considering the appropriate ratio of managerial staff and supervisory positions; preventing the excessive layering of supervision and unwarranted use of assistant positions;
- e. Ensuring the appropriate ratio of professional, technical, and clerical positions consistent with the proportion of such work occurring in the organization;
- f. Providing for maximum utilization of employees' skills and effective distribution of human resources;
- g. Providing for career development and promotional opportunities by recommending opportunities to establish lower graded entry-level positions with identified career ladders;
- h. Conducting a systematic examination of internal position management and job classification grading systems to restrain unwarranted grade escalation;
- i. Recommending positions as "intern" positions and programs; and
- j. Supporting workforce planning efforts within NCA.

2. Meeting Schedules and Member Attendance:

- a. PMB meetings will occur monthly to review requests and gather additional input from stakeholders as necessary. The Chair may hold a PMB meeting outside the regularly scheduled time as necessary to address emergent requests;
- b. A quorum of four voting members or their designees must be present to conduct business, and decisions will be rendered by a majority vote of those present;
- c. The Chair is a non-voting member except if needed to establish a quorum;

d. If unavailable for a meeting, the Chair will designate an Acting Chair from among the members. The Acting Chair will not vote except if needed to establish a quorum;

e. Any PMB member whose own position request is before PMB review will recuse him/herself from voting on such request.

3. Procedures:

a. Out-of-cycle, Unplanned/Unfunded Requirements Identified During the Year of Execution:

(1) All requests for additional positions or reorganizations that do not meet the below exception, will be submitted to the full PMB via the NCA HCM Policy and Programs email inbox (ncahcmpolicyandprograms@va.gov) utilizing the Position Management Board Request Form located in Appendix B, which includes an existing and “to be” organizational chart. All submissions for PMB consideration must be submitted no later than ten business days prior to a scheduled PMB meeting;

(2) Exception: An organization that meets PMB exemption criteria as outlined above in purpose and scope is exempt from having to send a request to the full PMB and may complete the PMB-EZ Request form (Appendix C), which requires approval from the NCA CFO to ensure sufficiency of funds and the Executive Director, Human Capital Management (HCM) to ensure consistency with this directive and human resource policies. PMB-EZ requests approved by the CFO and HCM Executive Director will be reported to the full PMB at the subsequent PMB Meeting. Organizations that are disapproved by the CFO and Executive Director, HCM, reserve the right to have the full PMB hear their request;

(3) Before making a PMB position request, the immediate supervisor will evaluate the position and the organization to ensure changes to the organizational structure and position descriptions are warranted. The immediate supervisor should consult with the HRC if they are unsure about how a new position may be graded. However, they should not submit a position description to the HRC for official classification before coming to the PMB. The HRC will classify the position upon approval by the PDUSMA. The PMB request must be endorsed in writing by the applicable Deputy Under Secretary on the Position Management Board Request Form;

(4) HCM will review all request packages submitted to the mailbox to ensure submissions are complete and ready for PMB review. HCM will notify the submitter if additional information is required or if the submission is complete;

(5) HCM will manage the administration of the PMB by scheduling PMB meetings, preparing request packages for PMB members’ review, and preparing the meeting agenda;

(6) PMB members will review all requests prior to PBM meetings to allow for informed discussions during meetings;

(7) PMB meetings will include an opportunity for a representative from each requesting organization to present their request in person or via teleconference, and answer questions from PMB. Presenters will be excused from meeting prior to PMB deliberation;

(8) Upon completion of review, PMB will provide PDUSMA its reasons and recommendations for approval, disapproval, or deferral. PDUSMA makes final decisions;

(9) HCM will document discussions and recommendations in meeting minutes and provide minutes to PMB Chair for approval. Once the PDUSMA approves the minutes, HCM will distribute minutes to PMB members and Deputy Under Secretaries, with a copy to the Directors of Budget Office and the HRC;

(10) HCM will maintain all official recommendation and decision documents including Organizational Charts;

(11) The Deputy Under Secretaries will notify subordinate supervisors of approval/disapproval of requests;

(12) The requesting supervisor will submit approved action to HRC for execution;

(13) For unapproved requests, packages may be submitted to PMB for reconsideration. A resubmitted request should include date of original submission and justification for reconsideration.

APPENDIX B – POSITION MANAGEMENT BOARD REQUEST FORM

The six-page PMB request form is accessible on the NCA Human Capital Management home page on the NCA Intranet.

NATIONAL CEMETERY ADMINISTRATION		
POSITION MANAGEMENT BOARD REQUEST FORM		
NAME OF PROGRAM OFFICE	NAME OF REQUESTING SUPERVISOR	Mail Code
POINT OF CONTACT FOR THIS ACTION		
Name	Telephone	Email
IS THIS A REQUEST FOR A NEW FTE: <input type="checkbox"/> Yes <input type="checkbox"/> No		
REQUESTED POSITION		
TITLE	SERIES	GRADE
FTE	FT/PT (0.5, 0.25, etc)	COMMENTS
IS THIS A REQUEST FOR A REVISION TO AN EXISTING FTE: <input type="checkbox"/> Yes <input type="checkbox"/> No		
IF YES, PLEASE EXPLAIN PROPOSED PLAN OF ACTION (i.e., proposal to convert position XXXX to position YYYY, hiring a not to exceed position, etc.):		
HOW MANY FTE ARE APPROVED ON THE EXISTING ORGANIZATIONAL CHART?		
OF THOSE APPROVED, HOW MANY ARE CURRENTLY ONBOARD WITH THE PROGRAM OFFICE/DISTRICT OFFICE?		

PLEASE PROVIDE A BRIEF DESCRIPTION OF THE NEW POSITION(S) IN THE PROGRAM OFFICE AND WHAT DUTIES THEY WILL PERFORM AND/OR FUNCTION THEY WILL SERVE: What are the expected deliverables from hiring the new position? How does this change support NCA's Long Range Plan? Have cost savings or other efficiencies been identified as a result of this request? How will these be measured? How will hiring a new FTE positively impact the organization?




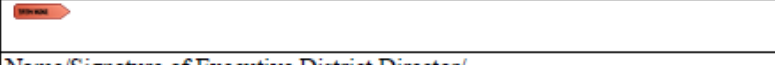
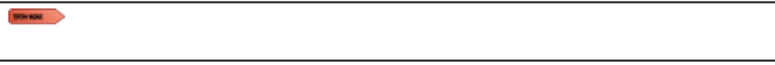

Provide a copy of your current approved Program Office/District Office organizational chart, as well as the proposed organizational chart highlighting the new position(s) in accordance with HCML 003-17-43F3.

<p>FISCAL CONCERNS: Has this request been made in prior programming or budget cycles? If yes, please specify the budget fiscal year of the most recent request.</p>
<p>ALTERNATIVES EXPLORED PRIOR TO SUBMITTING REQUEST: Please describe all alternatives to filling this position that have been explored. Consideration should be given to: Cross-training; use of work study students or interns; combining of positions/duties; service-level reorganization; increasing supervisory responsibilities/duties of existing positions.</p>
<p>IMPLICATIONS OF NOT FILLING (OR REVISING, IF EXISTING) THE POSITION: Please describe any implications for not filling the request.</p>

SPACE: Please identify the office work space (room number designated) for this FTE			
Is this an office or cubicle?			
If this is a Central Office funded position, but located in the field, please identify the facility name and the room number where the employee will be seated:			
<i>Only complete if requesting <u>new</u> space in Central Office:</i>			
What type of space is needed:	<input type="checkbox"/>	Office	<input type="checkbox"/>
			Cubicle
Is or can this position be virtual (telework) or decentralized?			
If yes, where would the employee work?			
BUDGET: Please consult with your NCA Budget Office POC and describe the impact of this request on the current and future budget (please explain if this can be accomplished within existing resources/budget or if additional resources are required and if so, are they available)?			
Will Permanent Change of Station be authorized for relocation:	<input type="checkbox"/>	Yes	<input type="checkbox"/>
			No
Will a Relocation Incentive be requested:	<input type="checkbox"/>	Yes	<input type="checkbox"/>
			No
If Yes, \$			
What is the anticipated annual salary range (with benefits) for this employee: \$			
If approved, what is the anticipated start date of this employee:			

EQUIPMENT: Please list all anticipated equipment (desktop computer, laptop computer, Blackberry device, etc ...) required to support this position.

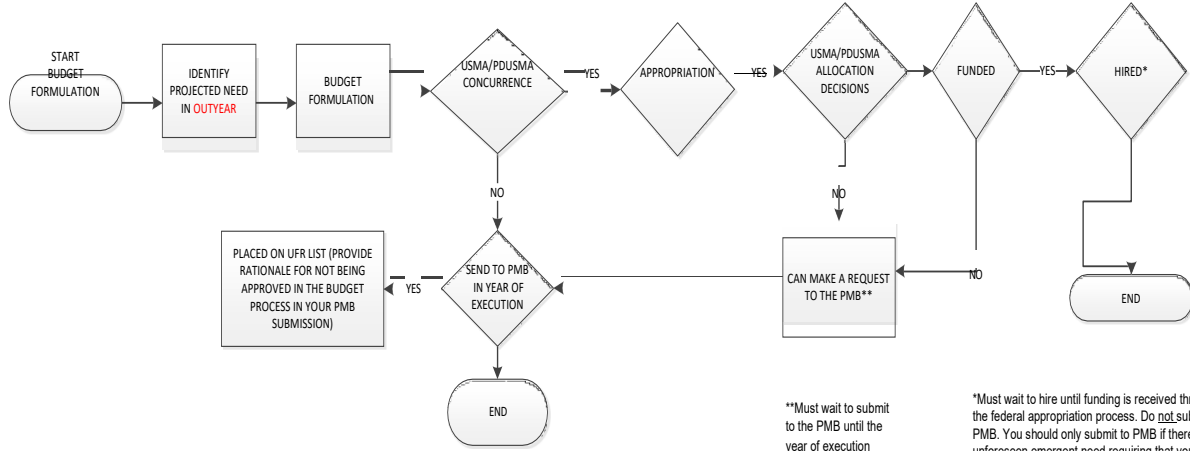
OTHER INFORMATION YOU WISH TO BE CONSIDERED: Please provide any additional information that would be of assistance to the PMB.

By checking this box, the Requesting Service Director acknowledges approval of the submission of this request and that this request has been endorsed by his/her immediate supervisor. <input type="checkbox"/>	
	
Name/Signature of Requesting Service Director	Date
By checking this box, I acknowledge space and equipment are available for this position, should it be approved. <input type="checkbox"/>	
	
Name/Signature of Space Management/Equipment Employee	Date
By checking this box, I reviewed and agree the information contained in this request is accurate. <input type="checkbox"/>	
	
Name/Signature of Budget Official	Date
By checking this box, I reviewed and agree the information contained in this request is accurate. <input type="checkbox"/>	
	
Name/Signature of Executive District Director/ NCACO Executive Director	Date
By checking this box, I reviewed and agree the information contained in this request is accurate. <input type="checkbox"/>	
	
Name/Signature of Deputy Under Secretary	Date
PMB Recommendation:	
<input type="checkbox"/> Approved <input type="checkbox"/> Disapproved <input type="checkbox"/> Deferred <input type="checkbox"/> Other	
COMMENTS:	
	
Principal Deputy Under Secretary for Memorial Affairs (PMB Chair)	Date

Requesting Service Director:	
Signature of Requesting Service Director	Date
First Level SES:	
Signature of First Level SES	Date
DUS / CoS Concurrence:	
Signature of DUS / CoS	Date
CFO Evaluation of sufficiency of funds:	APPROVE DISAPPROVE
Signature of Chief Financial Officer (CFO)	Date
HCM Evaluation of organizational soundness:	APPROVE DISAPPROVE
Signature of Executive Director, HCM	Date

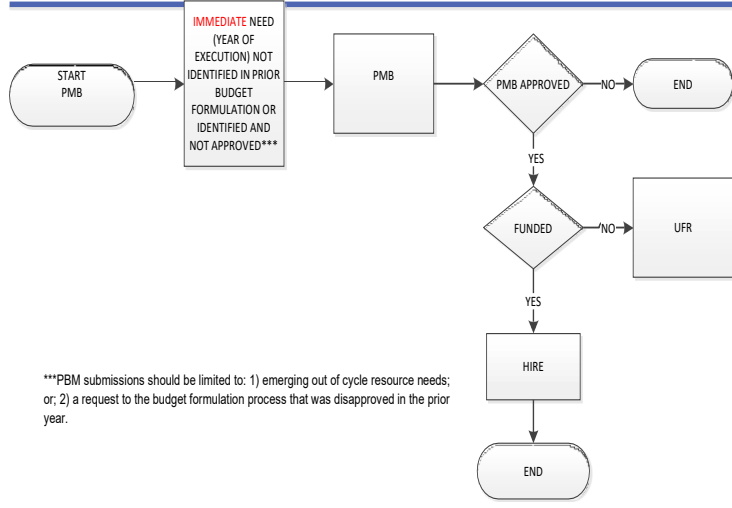
APPENDIX D – FLOW CHART
BUDGET FORMULATION VERSUS POSITION MANAGEMENT BOARD

Budget Formulation Versus Position Management Board (PMB)



**Must wait to submit to the PMB until the year of execution

*Must wait to hire until funding is received through the federal appropriation process. Do not submit to PMB. You should only submit to PMB if there is an unforeseen emergent need requiring that you hire this position prior to funding becoming available through appropriations



***PMB submissions should be limited to: 1) emerging out of cycle resource needs; or, 2) a request to the budget formulation process that was disapproved in the prior year.