

**PROGRAM MANAGER**  
(Associate Regional Administrator)  
GS-0340-15

## I. INTRODUCTION

This position is located in an Affiliate Regional Office of the United States Department of Labor, Employment and Training Administration. For the States, Commonwealths, territories and possessions which comprise each Affiliate Region, the Affiliate Regional Office is a headquarters activity established to manage and direct all workforce development activity in the Affiliate Region, with the exception of specific Job Corps and BAT activities, collaboratively through the members of the Regional Directorate. The Associate Regional Administrator a) serves as the chief spokesperson and focal point for overall workforce development system activities and issues within the Affiliate Region; b) brings together the Directors of all Affiliate Regional program offices, as well as the Union-Management pair, to facilitate the exchange of information across program offices within the region; c) coordinates the resolution of issues, and implementation of action plans as appropriate, ensuring that all Affiliate Regional efforts are strategically aligned in furtherance of developing an effective workforce development system that benefits America's workers and employers; and d) manages and directs Affiliate Regional efforts.

## II. PRINCIPAL DUTIES AND RESPONSIBILITIES

Advises and assists the Regional Administrator and other ETA executive staff on all matters related to national workforce investment policies, programs and systems. Administers regional programs that provide education, training and employment assistance for youth; workforce security services that includes temporary income maintenance and career transition assistance for job seekers and claimants; and apprenticeship and related training opportunities. Provides coordination and liaison services for employers and organized labor, with a special emphasis on economically disadvantaged, dislocated workers, youth, and welfare recipients;

Works collaboratively with employers and labor and Federal, State and local workforce partners to create a comprehensive and integrated workforce investment system that results in excellent outcomes and highly satisfied customers.

Strategically manages resources throughout the Affiliate Region in order to ensure high performance, greater public accountability, quality service, and customer satisfaction.

Advises and assists the Regional Administrator on strategic planning, policy, program operation and performance accountability for the development and administration of a national workforce investment system.

Manages and directs all workforce development activity in the area served by the Affiliate Regional Office, with the exception of specific Job Corps and BAT activities. Serves as the spokesperson and focal point for overall workforce development system activities and issues within the area served by the Affiliate Regional Office.

Serves as the representative of, shares responsibility for, and assists the Regional Administrator in carrying out the Regional Administrator's functions in the geographical area served by the Affiliate Regional Office. Functions as a deputy to the Regional Administrator in carrying out these functions. May also serve as the Regional lead on initiatives and activities throughout the entire Regional area when specified by the Regional Administrator.

Brings the voice of customers, stakeholders, and partners into the organization. Incorporates customer feedback into goal setting and operational outcomes. Promotes and leads organizational change, leveraging its impact. Develops plans to convert strategic goals into actions. Considers functional relationships among ETA programs when planning for and managing resources. Works as a partner with unions to facilitate the achievement of goals. Ensures that all interested parties are kept informed about key activities and developments.

Develops resource implementation plans to accomplish organizational goals. Establishes systems and methods to assure proper resource management. Modifies resource allocation in response to changes in plans, goals, or conditions. Relates expenditures to program results. Fosters a commitment to a team approach to work. Continually improves work processes and the cost effectiveness of products and services. Evaluates and measures the quality of products and services. Applies state-of-the-art technologies to generate new ideas and solve problems. Establishes empowerment as an organizational principle and objective. Manages and resolves conflicts, resistance and disagreements in a constructive manner.

Creates an environment which is conducive to associates thinking and resolving problems creatively. Assesses the talents and capabilities of associates. Promotes an environment which encourages confidence in making sound and well-informed decisions. Provides candid and timely feedback to associates on how their actions contribute to the achievement of organizational goals and objectives. Creates an environment that respects individual and cultural differences and supports coaching and mentoring of associates and subordinates. Demonstrates fairness and equity in recognizing associates for developing and implementing successful process improvements, distributing awards and commendations fairly and resources and opportunities for professional development equitably. Fosters and encourages diversity in the workplace.

Interacts with State, local and interest group leaders to share information and learn their viewpoints about trends which may affect program-related operations. Provides information about program/system products and the impact on government and society. Promotes and sustains positive relationships with customers, stakeholders, and partners. Nurtures the interrelationship between ETA

and Regional programs/systems and other Federal/State employment, training, and income maintenance programs. Maintains ongoing contact with internal and external customers to enhance understanding of the impact of programs and of emerging issues and trends.

### III. FACTORS

#### Factor 1 – Program Scope and Effect

Scope: Oversees and directs the comprehensive one-stop, ETA program (except for certain excluded Job Corps and BAT activities) for all states, territories and possessions comprising the Affiliate Region.

Effect: The work directly involves and significantly impacts the Affiliate Regional Office as a responsive, customer-service driven activity which achieves State and local buy-in of ETA programs and ensures their implementation throughout the area of influence. Coordinates Affiliate Regional activities with the presiding Regional Office and other Regional and Affiliate Regional Offices to assure a seamless implementation of ETA initiatives and the overall accomplishment of ETA Mission.

#### Factor 2 – Organizational Setting

The Associate Regional Administrator reports to the Regional Administrator in the presiding Region, who provides guidance in terms of broad, general policy direction, strategic goals, and resources available to carry out the organization's business. The Associate Regional Administrator independently plans and carries out the organization's business functions throughout the Affiliate Region. The Regional Administrator is available for consultation where arising situations impact agency policy. Work is reviewed in terms of program success and accomplishment of goals and objectives. This position reports directly to an SES member.

#### Factor 3 – Supervisory and Managerial Authority Exercised

This position accomplishes work through the technical and administrative direction of others. Oversees the overall planning, direction, and timely execution of ETA programs and initiatives throughout the Affiliate Region, including development, assignment and higher level clearance of goals and objectives for supervisors and managers of subordinate organizational units.

Incumbent exercises final authority for the full range of personnel actions and organization design proposals recommended by subordinate supervisors, except in those few instances where the decision would exceed delegated authority.

## Factor 4 – Personal Contacts

### Subfactor 4A – Nature of Contacts

There are frequent contacts, related to the supervisory work of this position, with influential elected and appointed individuals in State and local governments, national officers of employee organizations, executive level officials of employers throughout the Affiliate Region, and high ranking Federal officials internal and external to ETA. Contacts may include meetings, briefings, and presentations, are sometimes unplanned, and may require extemporaneous response to unexpected or hostile questioning. Committee, panel, board, and briefing responsibilities often require extensive preparation by the incumbent and subordinates to afford an acceptable technical familiarity with a highly complex and specialized subject matter.

### Subfactor 4B – Purpose of Contacts

Supervisory contacts are to influence State and local governments to buy into and comply with ETA programs and initiatives and persuade union and employer officials to become and remain active participants and partners in those programs and initiatives. At any given time one or more of the diverse array of customers, stakeholders, constituents, and partners will view ETA programs and initiatives as presenting significant organizational or philosophical conflicts to their own interests, or to advance objectives which are in competition with their own. Highly developed communications, negotiations, conflict resolution, and leadership skills are essential to effective interpersonal relationships encountered by the incumbent.

## Factor 5 – Difficulty of Typical Work Directed

The highest grade which best characterizes the nature of the basic nonsupervisory work of the organization, and which constitutes 50% or more of the workload of the organization is GS-12.

## Factor 6 – Other Conditions

Manages the array of ETA programs and initiatives throughout the Affiliate Region through subordinate Regional Directors, each of whom directs substantial workloads comparable to the GS-12 level. Assures that subordinate supervisors provide supervision and oversight, involving significant and extensive coordination and integration of the number of important projects and program segments in their areas of responsibility and expertise.

## IV. OTHER SIGNIFICANT FACTS

The Regional Administrator may be required to travel by any means of government or public transportation throughout the Region and to meetings, conferences, and activities elsewhere in the

United States, its commonwealths, territories, and possessions. Occasional international travel may also be required by particular programs or assignments.