



DEPARTMENT OF THE NAVY
BUREAU OF MEDICINE AND SURGERY
7700 ARLINGTON BOULEVARD
FALLS CHURCH, VA 22042

Canc frp: Apr 2014
IN REPLY REFER TO
BUMEDNOTE 5450
BUMED-M11
29 Apr 2013

BUMED NOTICE 5450

From: Chief, Bureau of Medicine and Surgery
To: All Navy Medicine Activities

Subj: DUTIES AND RESPONSIBILITIES FOR THE BUREAU OF MEDICINE AND SURGERY HUMAN RESOURCES OFFICE

Ref: (a) UNDERSECNAV Memo of 25 Oct 2011
(b) OPNAV Notice 5400 Ser DNS-33/12U102115 of 29 Aug 2012
(c) SECNAVINST 12250.6A
(d) BUMEDINST 5430.8A
(e) SECNAV Manual 5210.1 of Jan 2012

Encl: (1) Mission, Functions, and Tasks of the Bureau of Medicine and Surgery Human Resources Office
(2) Bureau of Medicine and Surgery Human Resources Office
(3) List of Acronyms

1. Purpose. To establish the Bureau of Medicine and Surgery (BUMED) Human Resources Office (HRO) and to affirm the duties and responsibilities of that organization.
2. Background. Reference (a) directed a change in the way that human resources (HR) services are delivered across the Department of the Navy (DON). The goal is a more streamlined and customer-focused approach that makes the best use of HR resources and enabling commands to respond quickly to changing mission requirements. Reference (b) grants authority to BUMED to establish the BUMED HRO. In addition, reference (b) directed BUMED to issue a mission, functions, and tasks directive for the new office within 90 days of its establishment. This notice fulfills that requirement. Reference (c) assigns responsibility for the management of the DON civilian workforce, and for the establishment, implementation, administration, sustainment, and assessment of the policies, programs, processes, and operations for governing civilian HR and Equal Employment Opportunity management and civilian HR information technology systems throughout the DON. The mission, functions, tasks, and organization of the BUMED HRO comply with the requirements set forth in reference (c).
3. Scope. Applies to BUMED Headquarters and Navy medical activities receiving civilian HR services by the BUMED HRO.

4. Reporting Relations. The Director BUMED HRO reports to the BUMED Deputy Chief, Total Force (BUMED-M1) through the BUMED Director, Civilian Human Resources, Civilian Personnel Policy (BUMED-M11).
5. Action. BUMED-M1 which has management control, direction, oversight, and authority for the BUMED HRO shall accomplish the assigned mission and functions stated in enclosure (1); update reference (d) to document the BUMED HRO mission, functions, and tasks; and continue to work with Navy Medicine leadership to achieve the BUMED HRO mission. Enclosure (2) contains the BUMED HRO organizational chart. Enclosure (3) is a list of acronyms used in this notice.
6. Cancellation Contingency. Retain until incorporated into references (d).
7. Records Management. Records created as a result of this notice, regardless of media and format, shall be managed per reference (e).



M. L. NATHAN

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**MISSION, FUNCTIONS, AND TASKS OF BUREAU OF MEDICINE
AND SURGERY HUMAN RESOURCES OFFICE**

1. Mission

a. To provide civilian human resources (HR) services consistent with the approved Department of the Navy (DON) civilian HR service delivery model contained in reference (c). This includes command advisory services, employee and labor relations services, position classification and compensation management services, Equal Employment Opportunity (EEO) services, training, employee development and functional community management services, and workers' compensation services for the Navy Medicine workforce. The Bureau of Medicine and Surgery (BUMED) Human Resources Office (HRO):

(1) Provides civilian personnel and labor law services to Navy Medicine activities in conjunction with the DON Office of General Counsel (OGC).

(2) Serves as the principal staff advisor for Navy Medicine civilian HR management services.

(3) Develops and directs HR policy execution guidance by providing oversight of the execution and function of HR services as authorized by law or regulations.

(4) Provides strategic HR advisory services and the administration of local HR programs.

b. The goals of the BUMED HRO are to serve as a business partner, leader, technical expert, and a change agent in the arena of civilian HR management to meet the needs of Navy Medicine customers and to provide employees and supervisors with timely information and advice to assist them in their management of HR issues and encourage innovative solutions.

2. Functions with Associated Tasks. The following describes the functions, tasks, and description of services provided by the BUMED HRO:

a. Command Advisory. Provides services which provide strategic advice and assistance on all civilian matters across the core HR functions and ensure a diverse and inclusive civilian workforce by incorporating the principles of EEO and are consistent with strategic goals of the command's diversity initiatives. When operating in a Command Advisor capacity, the BUMED HRO staff members are not directly responsible for carrying out the advice provided; that advice is often implemented with the assistance of functional specialists within other parts of the BUMED HRO. Command Advisory functions consist of the following:

(1) Strategic Planning. Designing, developing, implementing, and tracking both activity and command HR strategic/business plans to recruit, develop, and retain the talent needed to

accomplish the assigned mission. It includes developing and aligning internal strategic HR plans and HR business plans, assessing organizational skills/competency gaps and staffing requirements, and providing strategic HR advice and guidance to senior leadership.

(2) Workforce Shaping. Advising customers and ensuring appropriate coordination on issues related to changing the characteristics of the workforce in a purposeful way, including reorganization, reduction in force, transfer of function, Voluntary Separation Incentives Programs/Voluntary Early Retirement Authority, planning and coordination, and programs available to assist employees during transitions (e.g., Priority Placement, etc.).

(3) Organization and Position Design. Analyzing, developing, and administrating organizational design, position management, chain of command oversight, and succession planning activities.

(4) Workforce Analysis. Leveraging approved HR/EEO information systems in support of HR functions and management, analyzing existing data, reporting on workforce information, and collecting and uploading data required from the serviced workforce.

(5) Human Capital Assessment. Setting and tracking metrics and measures for HR program quality, performance, and customer satisfaction, including administering customer surveys, tracking quality/quantity metrics, and validating the technical and regulatory sufficiency of HR services (e.g., employee satisfaction and retention, etc.).

(6) Recruitment and Retention Programs. Presenting the command to prospective employees. This includes developing and projecting the command's image on campuses, at other job fairs, and in electronic and print media; strategic recruitment advisory services (i.e., determining the where, how, and means to find talent); and entrance on duty responsibilities. Also included are services to assist management designing ways to retain critical talent in the workforce.

(7) Networking/Outreach. Working with community groups, universities, professional associations, and other DON and government activities to deliver more effective HR services and advice.

(8) Organizational Leadership and Support. Participating in the overall management of the organization by serving on executive teams, focus groups, business process reengineering teams, quality of work/life teams, etc.

b. Employee Relations. Employee relations involves the body of work concerned with maintaining employer-employee relationships that contribute to satisfactory productivity, motivation, and morale. It encompasses programs that enforce workplace rules and resolve various workplace issues. Employee Relations functions consist of the following:

(1) Disciplinary and Adverse Actions. Providing advice and guidance on the steps required to manage and process disciplinary and adverse actions including negotiating settlement and alternative discipline agreements.

(2) Grievances. Processing informal and formal administrative and negotiated grievances, including providing advice and guidance, early resolution efforts, and negotiating settlements.

(3) Performance Management. Providing advice and guidance in administering the command performance management system.

(4) Awards and Recognition. Providing advice and guidance to managers and covered employees on effective recognition programs, awards policy, and command-level awards program requirements.

(5) Alternative Dispute Resolution (ADR). Managing and facilitating of ADR, including providing advice and guidance and negotiating settlements. This includes ADR advice, counseling and guidance, convening and scheduling ADR events, conflict management, and mediation model and training for managers and employees.

(6) Civilian Employee Assistance Program (CEAP). Ensuring a comprehensive CEAP program and associated services are available to Navy Medicine activities and that all eligible individuals are covered under CEAP.

(7) Quality of Work/Life. Managing and supporting effective quality of work/life programs, including telework, wellness, and dependent care.

(8) Unemployment Compensation Program. Processing unemployment compensation claim appeals and representing the Navy Medicine command at hearings.

(9) Other Employee Relations Activities. Including leave administration, voluntary leave transfer program advice and regulatory guidance, Drug Free Workplace advice and guidance, and prohibited personnel practices and whistle-blowing claims.

c. Labor Relations. These functions deal with formal labor-management relations between an employer, union, and group(s) of bargaining unit employees concerning conditions of employment. Labor relations functions consist of the following:

(1) Labor-Management Relations. Conducting, supporting, or providing advice and guidance on the collective bargaining process; including contract negotiations, impact and implementation bargaining, and fulfilling other requirements of the Labor Management Statute of Executive Order 13522.

(2) Labor-Management Partnerships. Advising, leading, and facilitating labor-management partnerships in order to build more cooperative and effective labor-management interactions.

(3) Third Party Representation. Representing the government in arbitrated cases and EEO Commission (EEOC) and Merit System Protection Board hearings by providing compliance with third party decisions and orders.

d. Position Classification. Position classification includes but is not limited to the classification of position and jobs using Office of Personnel Management position classification and job grading standards. (It does not include Senior Executive Service and HR career program classifications.)

(1) Position Management. Assisting senior leadership with the design of organizations and positions to support and enhance the efficiency, effectiveness, cost, and performance of the organization.

(2) Advice and Guidance. Providing advice and guidance to management officials regarding position classification principles, practices, and options. For those few organizations currently operating under a Manage to Payroll concept, provide position classification services to those activities during an interim period until all position classification services transition to the Office of Civilian Human Resources (OCHR) Operations Center Norfolk.

(3) Position Description (PD) Library. Establishing and maintaining an accurate library of standardized and classified PDs for use when appropriate by Navy Medicine activities.

(4) Classification Assessment. Assisting in conducting periodic self-assessments, consistency reviews, and/or audits of their position classification and position management programs.

e. Compensation. Compensation includes setting of regulatory compliant pay, analyzing the need for additional pay, and compensation flexibilities to address unique recruitment and retention issues, approving incentives, and representing BUMED in pay-setting matters. Compensation functions consist of the following:

(1) Advising Management on Discretionary Pay Actions. Advising management on strategic approaches to pay and compensation (e.g., pay entitlement, discretionary pay authorities, premium pay, bonuses, awards, foreign allowances, etc.) and ensuring the proper documentation is provided to the OCHR Operations Center Norfolk for review, verification, certification, and processing.

(2) Wage Surveys. Supporting and providing information for the completion of Federal wage surveys; including coordinating and participating in full-scale wage surveys.

(3) Special Salary Rates. Advising and assisting activities in determining the need for or the need to adjust special salary rates.

f. EEO. EEO involves providing support and advice to the commander, commanding officer, or officer in charge/Equal Employment Opportunity Officer (EEOO) responsible for ensuring that the activity provides equal opportunity in employment for all employees and applicants through clearly defined and consistently applied HR policies, practices, and programs. EEO functions consist of the following:

(1) EEO Program Management. Providing advice, guidance, and assistance on efforts to establish and maintain a model EEO program per EEOC and DON requirements, including (but not to be limited to) proactively preventing discrimination through ongoing barrier analysis efforts, implementing effective accountability measures, conducting an annual self-assessment of the activity EEO program, engaging the commander, commanding officer, or officer in charge/EEOO and senior leaders in program execution efforts, and regularly discussing with the Command Deputy EEO Officer the status of the activity EEO program.

(2) Affirmative Employment Program. Establishing in conjunction with the OCHR operating centers Norfolk and Philadelphia recruitment and outreach programs designed to address underrepresentation within the workforce and demographic changes within recruitment areas and sources.

(3) Pre-Complaint Processing. Counseling discrimination complaints within regulatory timeframes, attempting resolution, and submitting timely EEO counselors' reports.

(4) Formal Complaints Processing. Making accept/dismiss decisions, coordinating ongoing formal investigations, and preparing all other required notifications within regulatory timeframes.

(5) ADR. Managing and facilitating of ADR, including providing advice and guidance and negotiating settlements. This includes ADR counseling and guidance, convening and scheduling ADR events, use of conflict management and mediation model and techniques, and training for managers and employees.

(6) EEO Training. Ensuring that EEO training is seamlessly woven throughout all employment-related training and deployment of training as determined through barrier analysis.

(7) EEO Data. Entering, tracking, monitoring, and maintaining accuracy of EEO data in all DON-mandated data systems (e.g., iComplaints, eVersity, etc.).

(8) Reasonable Accommodation Program. Assisting management in addressing and working cooperatively with those who have requested reasonable accommodations based on a qualifying condition; returning employees to work and restructuring positions to accommodate

employees by identifying the series and appropriate grade level(s) of positions that the employee is qualified to perform. The program covers employees with both on-the-job and off-the-job injuries, illnesses, and disabling conditions.

(9) Special Emphasis Program. Managing programs established to ensure EEO for targeted or underrepresented groups, women, wounded veterans, and people with disabilities by assisting management and employees in identifying problem areas and potential means of addressing them and proactively preventing discrimination through ongoing barrier analysis.

g. Training, Employee Development, and Functional Community Management. Training involves the process of planning, administration, and delivery of training and career development experiences. Training functions consist of the following:

(1) Functional Community Management. Supporting various BUMED functional community managers in their efforts to support and implement Department of Defense and DON efforts in the following area: competency and workforce forecasting, workforce trend analysis, competency identification, skills assessment, skills survey, training methodology, human capital planning and related initiatives (e.g., hiring authorities, special pay, qualifications, competency development), and workforce recruitment and retention planning.

(2) Workforce Development Consulting. Providing advice and assistance on the management, delivery, and recordkeeping of education, training, and HR development programs (e.g., Pathways, probationary supervisors, upward mobility, etc.).

(3) Delivery. Providing course/classroom work directly associated with the delivery of supervisory and HR related training, including the development of training materials and preparation for training and instruction. In coordination with staff education and training departments at organizations served by the BUMED HRO, arrange for and provide education and training services needed by the civilian workforce.

(4) Executive and Long-Term Training. Providing advice and management assistance in advertising, selecting nominations for, and assessing the effectiveness of executive and long-term training investments.

(5) Assessing Workforce Development Needs. Using surveys or other methods/tools for training needs assessments, compiling requirements and determining ways to address the requirements via the creation of training plans, and/or the identification of training programs for mission critical and other occupations. Surveys and assessments will be coordinated with activity staff education and training departments as appropriate.

h. Workers' Compensation. Workers' compensation helps workers injured, disabled, or made ill on the job by providing them with income even when physical ailments prevent them from performing their normal job duties. Workers' Compensation functions consist of the following:

(1) Workers' Compensation Processing. Advising on, processing, and reviewing workers' compensation claims.

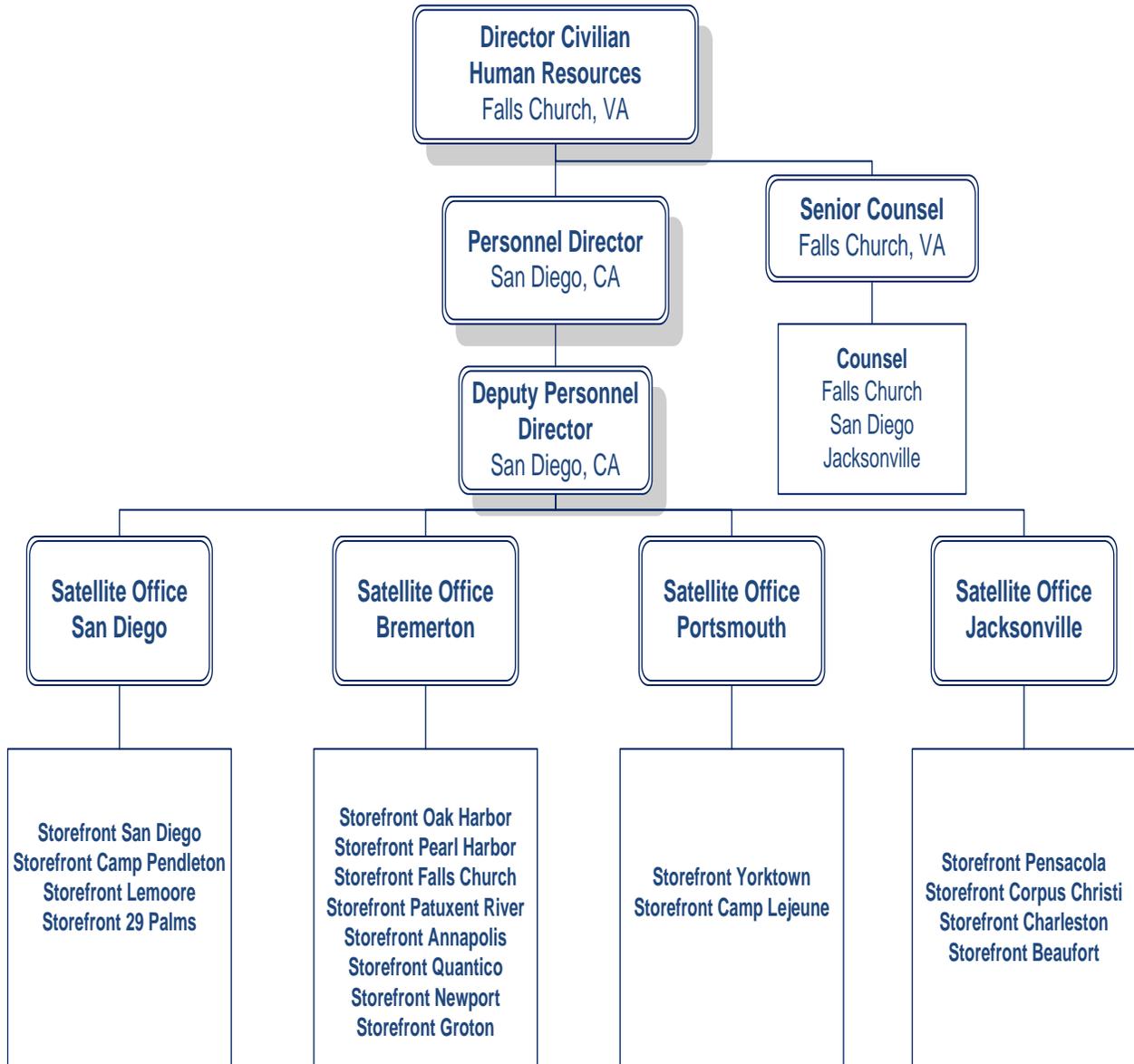
(2) Workers' Compensation Program Management. Managing cases, developing claims, maintaining records, and assisting in controversial actions and settlement negotiations associated with the Workers' Compensation Program.

(3) Federal Employees Compensation Act. Providing benefits for civilian employees who have suffered work-related injuries or occupational diseases, including payment of medical expenses and compensation for wage loss.

(4) Injury Compensation Program Administrator. Providing employees and supervisors with information and guidance on the proper process for filing claims, including documenting claims, managing cases, maintaining records, managing the Defense pipeline program and other return to work initiatives.

i. Civilian Personnel Law (CPL). CPL staff in the BUMED OGC provide advice, guidance, and legal representation services for all areas of CPL, including but not limited to disciplinary, performance, adverse actions, grievances, EEO complaints, ADR, union issues, as well as reviewing draft instructions and responses to congressional inquiries. The CPL staff provides training to managers, supervisors, and HR staff in these subject areas. The services provided by the HRO to Navy Medicine activities will be coordinated between the different technical areas and BUMED OGC.

Bureau of Medicine and Surgery Human Resources Office



ACRONYMS

ADR	Alternative Dispute Resolution
BUMED	Bureau of Medicine and Surgery
CEAP	Civilian Employee Assistance Program
CPL	Civilian Personnel Law
DON	Department of the Navy
EEO	Equal Employment Opportunity
EEOC	EEO Commission
EEOO	Equal Employment Opportunity Officer
HR	Human Resources
HRO	Human Resources Office
OCHR	Office of Civilian Human Resources
OGC	Office of General Counsel
PD	Position Description