

**COMMONWEALTH OF MASSACHUSETTS  
HUMAN RESOURCES DIVISION  
MANAGEMENT QUESTIONNAIRE (MQ)**

**To be used for: a new managerial function; a managerial position that has never been evaluated; a managerial position for which there is no previous MQ or evaluation score; or, a managerial position which has undergone considerable significant change.**

**To be completed by incumbent and supervisor**

Agency: \_\_\_\_\_

Your Name: \_\_\_\_\_

Your Official Title: \_\_\_\_\_

Your Supervisor's Name: \_\_\_\_\_

Your Supervisor's Title: \_\_\_\_\_

Your Signature: \_\_\_\_\_ Your Supervisor's Signature: \_\_\_\_\_

Date: \_\_\_\_\_ Date: \_\_\_\_\_

*The effective date of the new evaluation will be the Sunday preceding the date that HRD receives notification of the evaluation.*

**To be completed by Agency HR Department:**

Maintenance Request \_\_\_\_\_ Individual Appeal Request \_\_\_\_\_

Appropriation Number: \_\_\_\_\_ Position Number: \_\_\_\_\_

Functional Title: Veteran Advocate

Current Management Grade Level: \_\_\_\_\_ Requested Grade Level: \_\_\_\_\_

Contact Person: \_\_\_\_\_ Telephone: \_\_\_\_\_

E-mail address: \_\_\_\_\_ Fax: \_\_\_\_\_

**To be completed by HRD for Agency Heads and their Direct Reports:**

**Date Received:** \_\_\_\_\_ **Evaluation Date:** \_\_\_\_\_

**1. POSITION SUMMARY**

Briefly summarize what you do and describe how what you do contributes to your agency's mission.

The Office of Veteran Advocate (OVA) is a newly established independent state oversight agency whose focus is: to ensure that veterans in the care of the Commonwealth receive humane, safe, and dignified treatment and effective services in a timely manner.

The OVA examines, on a system-wide basis, the care and services executive agencies provide to veterans, and advises the public and state government on how services can be improved for veterans and their families. The OVA also investigates incidents where a veteran has suffered a fatality, near fatality, serious bodily, or emotional injury in receiving services from an executive

agency. Reports annually on the delivery of services to the veterans in the Commonwealth, and any recommendations.

**NOTE:** The Veteran Advocate is appointed without regard to political affiliation and based on integrity and demonstrated ability perform designated duties. The Veteran Advocate serves a term of 5 years; however, the Veteran Advocate may not serve for more than 2 full terms.

*The Commonwealth is committed to increasing the diversity of our staff, creating an environment of inclusion, and offering reasonable accommodations to support a high performing workforce. Candidates who can contribute to that goal are encouraged to apply and to identify your strengths in this area.*

## 2. MAJOR RESPONSIBILITY AREAS

In the boxes below, **in order of importance**, (most important first) list brief statements which describe what you do. In the right-hand column, list the percentage of your time spent on these tasks. (Total percentage should equal 100%.)

What do you do?	Percentage of Time
<b>MANAGEMENT &amp; LEADERSHIP</b>	<b>20%</b>
You will lead, manage and exercise sound judgement in all aspects of business and financial operations, including strategy development, execution and evaluation. Develop internal procedures for the office's performance, use best practices to facilitate change as needed. Select and develop agency personnel to act with veteran-centric services, through empowerment and by engaging staff in continuous learning, mentoring, constructive feedback and accountability.	
<b>COMPLIANCE</b>	<b>40%</b>
You will seek, apply and summarize knowledge of veteran populations, health and human services, social services, state and federal laws, and agencies to forecast, plan, and effectively communicate policies. Develop and implement policies as needed. Monitor services and investigate incidents where a veteran has suffered a fatality, near fatality or serious bodily or emotional injury while receiving services from executive agencies.	
<b>PROGRAM COORDINATION</b>	<b>20%</b>
You will be a liaison to state agencies, the US Department of Veterans Affairs, and all other relevant federal agencies on behalf of the veteran community. Collaborate and influence executive agencies in developing procedures and practices to best serve the veteran community and be a liaison to the US Department of Veterans Affairs and all other relevant federal agencies on behalf of veterans of the Commonwealth. Assist and coordinate with local veterans' service officers to ensure veterans receive all available state and federal benefits.	
<b>REPORT GENERATION AND ANALYSIS</b>	<b>15%</b>
You will collect and analyze data to identify gaps in service. Make informed decisions and recommendations to the public and state government on improvements of services delivered. Create, review and present annual reports on the delivery of services.	
Other duties, as assigned.	<b>5%</b>

### **3. PRINCIPAL PROBLEMS AND CHALLENGES**

Describe the most difficult or complex problems and the major challenges you face in performing your job. Describe only those which are the most critical to fulfilling the major responsibilities noted in Section 2. (Give specific examples).

You will be responsible for standing up a new state agency, including developing an organizational structure and hiring to build out the organization, setting direction for the new agency, and instituting policies and procedures to ensure that the organization delivers on that direction.

#### 4. DECISION MAKING AUTHORITY

Please give examples of decisions you are expected to make, recommendations you are expected to propose and decisions/recommendations that you delegate to your staff.

##### DECISIONS YOU MAKE

- Establish goals and priorities, determine overall policy, and execute fundamental mission for the OVA.
- Evaluate and modify ongoing programs and agency operations
- Administer and monitor the agency's budget
- Forecast and implement long range plans

##### RECOMMENDATIONS YOU PROPOSE

N/A at this time.

##### DECISIONS THAT YOU DELEGATE TO STAFF

Operational procedures within business units, and other duties as assigned.

#### 5. SUPERVISION EXERCISED

Please list the titles and functions of your direct reporting staff. List the number of employees in each of your reporting staff's units.

Titles	Function	No. of Employees
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TBD based on proposed organizational structure.

#### 6. DIRECTION, GUIDANCE AND SUPPORT RECEIVED

What is the nature of the direction, guidance and support which others in the organization provide you to ensure the achievement of your objectives? What positions (other than your direct supervisor) functionally review the quality of work you perform and what is the nature of that review?

The Veteran Advocate operates under broad policy guidance, budget review, and review of performance through formal and informal progress updates for effectiveness and conformance with policy and law. The incumbent has final approval over all activities.

## 7. WORKING RELATIONSHIPS

List the titles of individuals, departments and organizations over which you have functional supervision, or, with which you have the most frequent contact. Include contacts both inside and outside the agency. Briefly describe the nature or purpose of these contacts.

- Secretary of Health and Human Services
- Secretary of Veterans' Services
- Secretary of Public Safety
- Commissioner of Mental Health
- House and Senate Chairs of the Joint Committee on Veterans and Federal Affairs
- Federal Office of Veterans Affairs
- Veterans of Foreign Wars Department of MA
- Chelsea Soldiers' Home
- Holyoke Soldiers' Home

## 8. SERVICE DELIVERY

Please describe the nature of your contacts with clients, patients, inmates, residents, constituents or the general public. Please describe the general physical and psycho-social condition of those individual for whom you provide services.

The Office of Veteran Advocate is charged with providing an independent lens on the delivery of Veterans services in the Commonwealth. Executing this role will require engagement with veterans, families of veterans, staff within the EOVS secretariat.

## 9. DIMENSIONS

List all significant statistical data that will provide an indication of the size of the area upon which your position has impact. Use annual figures for current fiscal year.

**Annual** Agency/Department Budget: \$ FY:

**Annual** Budget Dollars You Directly Manage: \$

Explain:

**Annual** Budget Dollars You Indirectly Manage: \$

Check block(s) and show total dollar amounts for each applicable category:

\_\_\_\_\_ Flow Through Program Dollars: \$ \_\_\_\_\_ Dollars Regulated: \$  
Explain: Explain:

\_\_\_\_\_ Benefits Disbursed: \$ \_\_\_\_\_ Other: \$  
Explain: Explain:

## 10. PREFERRED QUALIFICATIONS

### A. Knowledge, Skills and Abilities

Describe the critical and typical knowledge, skills and abilities you believe are necessary to perform this job at a minimally acceptable level of competence.

Analysis: Research extracts and analyzes relevant data to solve problems, draw logical conclusions, and makes recommendations.

Adaptability: Is flexible, and maintains effectiveness by adjusting behavior, work routines, and habits to meet changing circumstances.

Business Acumen: Knowledgeable in current and possible future policies, practices, trends, and information affecting business and the organization.

Composure: Stays calm and even-tempered when handling crises, stressful situations, and continuous change, or unexpected developments.

Customer Commitment: Dedicated to meeting expectations and requirements of internal and external constituents.

Diversity: Understands and values differences and the uniqueness of groups and cultures.

Emotional Intelligence: Considers other's needs, and the impact of your behavior on others.

Hiring and Talent: Recruits and hires the best people available inside or outside the organization and builds effective teams.

Recognition and Reward: Recognizes and acknowledges individual and team's accomplishments.

Teamwork: Works effectively with team to accomplish organizational goals.

Vision and Purpose: Creates a compelling and inspired vision or sense of core purpose. goals and objectives.

### B. Experience Necessary

If you were selecting a person to fill this position, what minimum background (experience and/or education) do you believe would be required? Also list any special requirements such as licenses or certificates that incumbents would have to possess at the time of hire.

Applicant must have at least (A) eight (8) years of full-time or, equivalent part-time, experience leading veteran's welfare initiatives and progressively more responsible roles with (B) at least six (6) years in a managerial capacity. The successful candidate will also have a background in business, public, or clinical administration. [Military experience is strongly preferred](#)

## 11. ADDITIONAL INFORMATION

Briefly, explain any aspect of your position which you feel has not been adequately covered by the previous questions and which you feel is important in understanding your position (use additional paper if necessary). Please attach any work products that you feel are particularly illustrative of your duties and responsibilities.

## 12. FOR SUPERVISOR

**Are the employee's statements in response to all questions complete and accurate?**

\_\_\_\_\_ **YES**

\_\_\_\_\_ **NO**

If no, please explain.

Supervisor's signature: \_\_\_\_\_

Date: \_\_\_\_\_

**Human Resources Division – June 2003**