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2. Supervisory Controls				2-5			650		7. Purpose of Contacts		7-4		-4	220	
3. Guidelines					3-5	650		_	8. Physical Demands		8-1			5	
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# **MASTER RECORD / INDIVIDUAL POSITION DATA**

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## OFFICE OF AFFORDABLE HOUSING PRESERVATION

TITLE:

Participating Administrative Entity (PAE) Coordination Manager,

GS -1101-15

LOCATION:

Portfolio Management Office, Office of Affordable Housing Preservation.

Office of Housing, Washington, DC

#### INTRODUCTION:

The Office of Affordable Housing Preservation (OAHP) is located in the Office of Housing and is responsible for the preservation of affordable housing supported, insured or assisted by HUD and other Federal entities. Preservation efforts will include the development and execution of restructuring agreements for affordable housing projects with FHA-insured mortgages, supported by Section 8 assistance. It will also include the financial and physical restructuring of affordable housing and other like projects in which HUD has an interest, to improve their long term viability, and the recapitalization of other multifamily and single family housing including those in other Federal affordable housing programs as requested and required by Federal rules and legislation. Many of OAHP's efforts effect the preservation of housing through oversight, monitoring, and evaluation of processes and procedures carried out by third parties such as Participating Administrative Entities (PAEs) who are responsible for the initial evaluation, as assigned by OAHP, of affordable housing and like projects with the purpose of proposing plans to OAHP and other stakeholders for long term preservation. In conducting the business of preservation of affordable housing, OAHP is responsible for ensuring compliance with relevant laws and statutes.

The incumbent serves as a Participating Administrative Entity (PAE) Coordination Manager in the Portfolio Management Office in OAHP Headquarters in Washington DC and reports to the Director, Portfolio Management Office. This position has the responsibility for planning, reviewing, analyzing, coordinating, interpreting, applying, and making recommendations on all matters, transactions and regulations related to private sector contractors, and state and local HFAs' eligibility, selection, conflicts of interest, performance, suspension, exclusion, and termination as PAEs in the OAHP restructuring program.

## **DUTIES AND RESPONSIBILITIES:**

Conducts compliance reviews and performs oversight activities of OAHP's actions regarding the selection and management of state and local HFAs participating as PAEs, to ensure compliance with OAHP's ethics regulations, implementing guidance and other procedures. These activities are conducted on a nationwide basis. Prepares written reports regarding these reviews, which are provided to the Director, Portfolio Management and the Director of OAHP, as necessary.

Assists in the development, administration and revision of ethics and business regulations, standards, policies, and procedures applied to PAEs in OAHP's restructuring program.

Applies informed judgment in reviews of business-and ethics-related issues, in order to determine a prospective compliance with OAHP's regulations for participating as PAEs.

Assists in maintaining and enforcing a high degree of confidentiality in all ethics and business matters between OAHP and its PAEs, due to the sensitive nature of the issues involved in awarding and administering PAE contracts.

Provides nationwide guidance for program support activities, such as coordination with OAHP field staff in conducting HFA evaluations, and monitoring field office decisions for precedent and uniformity.

Investigates facts and issues relating to PAEs' conflicts of interest and prepares recommendations for appropriate action.

Writes, edits and updates reports, manuals, procedures, correspondence and memoranda regarding OAHP's PAE management process and program oversight, researches available database, takes actions to assure information and data are correct and accurate, and responds in a timely manner by sending the completed document to the appropriate office or requesting party.

Serves as expert resource and principal liaison with other sections on PAE issues including those of a contractual nature (the Portfolio Restructuring Agreement) which affect fundamental interests of the restructuring program.

Makes all assignments of new property referrals coming into the OAHP program. Stays abreast of overall PAE performance in order to address any perceived or real problems before new assets are assigned.

Researches and recommends amendments to the Portfolio Restructuring Agreement, as needed, to mitigate potential problems and/or to correct a deficiency and/or to better align the interests of OAHP and its PAEs.

As directed, represents the Office in meetings with senior level HUD staff, as well as officials of other Federal agencies, public institutions, special interest groups, professional organizations, PAEs, and the general public on matters relating to OAHP regulations regarding the selection, management and performance of PAEs in the OAHP restructuring program.

Performs other technical and special assignments as may be required in accomplishing section responsibilities.

# Factor 1 - Knowledge Required by the Position

Broad and comprehensive knowledge of HUD, FHA, and OAHP, their policies and procedures, rules, regulations, and laws. Knowledge of OAHP's general operating rules and regulations should be sufficient to permit the incumbent to understand the ethical and practical issues

relating to PAEs in OAHP's restructuring program.

Experience in interpreting legal contracts and applying their terms and conditions to actual situations.

Experience and skills in assessing and evaluating business and economic issues, including organizational and personal conflicts of interest, as they relate to contractors performing mortgage debt restructuring for OAHP.

Understanding of the restructuring process phases, including due diligence, underwriting, plan recommendation, approval, closing and post-closing to be able to apply new methods to modifying existing approaches in order to solve unprecedented problems in the HFA selection and PAE participation process.

Ability to meet and deal with individuals to resolve complex problems; work under pressure to meet deadlines; work with complex federal regulations and laws; establish a smooth working relationship with OAHP personnel whose work and procedures will be reviewed and evaluated; communicate effectively, both orally and in writing, with co-workers, high-level officials and the general public; respect the confidentiality required by the nature of the incumbent's work; and perform a variety of responsibilities associated with overseeing the process for restructuring a mortgage.

# Factor 2 - Supervisory Controls

The incumbent works under the general administrative supervision of the Director, Portfolio Management. The supervisor sets the overall objectives applicable to assigned programs and defines the financial and other management resources available to achieve the expected results. The program's specialized requirements and time constraints typically are developed through consultation with the supervisor and may depend on a range of conditions surfaced, assessed, and discussed.

The incumbent typically has responsibility for independently planning and carrying out a major program and resolving most procedural conflicts and technical problems encountered. The incumbent coordinates with principal organizational representatives, and must use initiative in negotiating compliance with OAHP policy, standards, and regulations in terms of established objectives. The incumbent determines the course of action to take and the methods and techniques to apply, keeping the supervisor informed of potentially controversial matters, which have far-reaching implications.

Ethical judgments, decisions, and recommendations are accepted as offered. Applicable regulations, laws, directives and other guidelines govern performance of other duties. Completed work, such as reports of program accomplishments, are reviewed from an overall standpoint in terms of: progress being made, compatibility with other OAHP activities, effectiveness in meeting OAHP-wide objectives, attainment of goals established by the section, staying within

allocated budget amounts, avoidance of needless publicity that would reflect poorly on OAHP, and other such policy and administrative concerns.

## Factor 3 - Guidelines

The incumbent must exercise considerable initiative and independent judgment in conducting operations. Guidelines include broad and complex policy directives and regulations from OAHP, the restructuring program in general, and the Office of Management and Program Oversight in particular.

Manuals, internal guidelines, and directives on administrative policy are available for reference but are stated in general terms. Guidelines for performing the professional assignments are scarce and of limited use due to the advanced technical nature of the work assigned to the incumbent.

The incumbent is required to use resourcefulness, initiative, and seasoned judgment based on experience to extend traditional methods and practices in developing solutions to problems where precedents are not applicable. This level may include responsibility for development of new material for use OAHP-wide, or to supplement and explain existing OAHP guidelines.

## Factor 4 - Complexity

The work consists of preparing, issuing, and implementing policy guidance that impacts a broad range of OAHP's operations, as well as private sector companies, state and local HFAs participating in OAHP's restructuring program. Assignments involve the implementation of high-level policy decisions and federal legislation. Work is extremely sensitive, intricate and technically factual, involving difficult policy and procedural issues. It is expected that the incumbent will exercise a high degree of tact, judgment and imagination, and will apply sound evaluation principles and administrative abilities to the conduct of required operations.

The assignments include obscure and novel professional problems within the function for managing and overseeing the participation of private sector companies, state and local HFAs as PAEs in OAHP's restructuring program. Planning and implementing either individual projects or major studies involving a number of issues deal with these assignments.

The incumbent is also required to develop and modify methods to satisfy his/her work requirements. The incumbent's assignments require that he/she be especially versatile and innovative in order to recognize possible new directions or approaches; to devise new or improved techniques or strategies; and to incorporate them in operating programs to obtain effective results that are also professionally sound. To plan and complete the work requires the incumbent to interpret considerable data, some of which is not conclusive, make assumptions from these data despite uncertainty, and develop new techniques and professionally acceptable criteria to solve the problems encountered.

## Factor 5 - Scope and Effect

The work involves developing criteria, procedures and instructions, and furnishing advisory, planning and review services on wide-ranging projects, programs and functions pertaining to participation as PAEs in OAHP's restructuring program. Private sector companies, and local and state HFAs' conformance with OAHP's regulations pertaining to their participation in the restructuring program, and their adherence to OAHP's fitness (performance) and integrity (ethical) standards, is of great interest to the general public, affordable housing groups and the mortgage finance industry. Representatives at all levels of federal, state and local government exhibit continuing interest in PAE participation, because problems in this area can affect the economic interests of numerous persons. Consequently, policy and procedural decisions rendered by the incumbent have national scope and impact.

## Factor 6 - Personal Contacts

Contacts include senior and high-level staff with HUD and other Federal agencies, both in Washington and the field. Contacts are also common with persons outside OAHP and the Federal government, including private sector companies, state and local HFAs and their employees, representatives from interest groups and trade associations, state and local legal and regulatory officials, and members of the general public. Not all contacts are established on a routine basis.

## Factor 7 - Purpose of Contacts

Contacts are for the purpose of influencing, motivating, and gaining information regarding PAEs in OAHP's restructuring program, in order to ensure compliance with OAHP's business, ethics and other regulations. Relations with PAEs and OAHP's management personnel and officials, who have diverse backgrounds, viewpoints, and objectives, may be strained when findings are sensitive or controversial. Contacts with PAEs may be under potentially adverse circumstances. The persons contacted may be fearful, skeptical, or uncooperative. Therefore, the incumbent must be skillful in approaching the individual or group in order to obtain the desired effect, such as gaining compliance with established policies and regulations. The incumbent must use tact, persuasiveness, and technical expertise to gain the confidence of these individuals and resolve disagreements in the best interests of OAHP and the Federal government.

## Factor 8 - Physical Demands

No unusual physical demands are required for this position.

## Factor 9 - Work Environment

The work will be performed in a typical office setting. Substantial travel may be required.

# POSITION CLASSIFICATION EVALUATION STATEMENT

Position Title, Series and Grade: Participating Administrative Entity (PAE) Coordination

Manager, GS-1101-15

Organizational Location: Department of Housing and Urban Development

Office of Affordable Housing Preservation Portfolio Management Office, Washington, DC

Reference: General Business and Industry Series, GS-1101 (Series

Definition)

OPM PCS Housing Management Series, GS-1173, dated

August 2002

# **Background:**

The Office of Affordable Housing Preservation (OAHP) is responsible for the preservation of the nationwide affordable housing program at the Department of HUD. OAHP has the task of ensuring compliance with Federal laws, statutes, rules and legislation for preserving affordable housing which is insured, supported, or assisted by HUD and other Federal agencies. The efforts of OAHP is realized in the preservation of housing through oversight, monitoring and evaluation of the processes and procedures carried out by third parties, such as Participating Administrative Entities (PAEs), which are assigned the responsibilities for evaluating affordable housing in order to propose plans for long term preservation. The effort for preservation will include development and execution of restructuring agreements for affordable housing projects with FHA-insured mortgages that are supported by Section 8.

The overall program responsibility of this office directly affects the amount of affordable low-income housing nationwide.

## Title and Series Determination:

The incumbent serves as a Participating Administrative Entity (PAE) Coordination Manager in the Portfolio Management Office in OAHP Headquarters in Washington, DC and reports to the Director, Portfolio Management Office. As PAE Coordination Manager, the incumbent plans, manages, and performs oversight activities of OAHPs actions pertaining to the selection and management of HFAs participating as PAEs. The incumbent ensures compliance with OAHP's ethics regulations. The incumbent is responsible for providing nationwide "expert-level" PAE policy and guidance for program support issues and activities, such as coordination with OAHP field staff in conducting HRA evaluations, and monitoring field office decisions for precedent and uniformity.

The General Business and Industry Series, GS-1101, includes all classes of positions the duties of which are to administer, supervise, or perform (1) any combination of work characteristic of two or more series in this group where no one type of work is series controlling and where the combination is not specifically included in another series; or (2) other work properly classified in this group for which no other series has been provided. This position meets the criteria of the GS-1101 series and therefore, this is the appropriate series for classifying this position.

No titles are specified for positions in this series. The title, which denotes an immediate understanding and identification of the job and the series, is Underwriting Manager, GS-1101.

# **Grade Determination:**

The GS-1101 series does not provide grade level criteria. When a series has no qualification criteria, the position is to be classified by an analogy to another related series. This position is therefore cross-referenced to the PCS Housing Management Series, GS-1173. The grade level of this position is evaluated by application of the nine factors in the standard.

## Factor 1. Knowledge Required by the Position

Level 1-9, 1850 pts.

Factor Level 1-8 describes a level of mastery and expert knowledge of Federal, State, and regional policies, concepts, regulations, and laws to provide expert advisory services to management, technical and supervisory staff. At this level, the work requires expert knowledge and skill in the identification and application of the latest management concepts and techniques to develop and appraise policies and procedures, research and analyze management concepts, develop management criteria, and prepare advisory materials.

In addition to the knowledge required at Level 1-8, the incumbent applies mastery of pertinent research and analytical methodology; applies new hypothesis and theories; an understanding of how the OAHP program is administered and regulated to personally perform, oversee, and coordinate in order to develop new material for use OAHP-wide to supplement existing OAHP guidelines. Incumbent is the technical expert in the field of PAE policy and transaction support and provides expert advice and guidance to the OAHP portfolio management staff in applying policy related to PAE's in OAHP's restructuring program. Incumbent provides expert guidance in interpreting legal contracts, applying their terms and conditions to actual situations, and in understanding the restructuring process phases.

Since the knowledge required exceeds the highest level described in the Housing Management Series, GS-1173, the Primary Standard was referenced for evaluation of this factor.

The knowledge required is comparable to Level 1-9, which requires mastery of a professional field to generate and develop new hypotheses and theories; or equivalent knowledge and skill. The knowledge required exceeds Level 1-8, which does not include generating and applying new hypotheses and concepts as is required in incumbent's position.

## **Factor 2. Supervisory Controls**

The incumbent works under the general guidance of the Director, Portfolio Management Office who assigns work in terms of broad objectives and program goals. Specific assignments are generated out of policy and procedure application and program goals. The incumbent plans and carries out assignments independently, designing approaches, setting priorities, and executing a work schedule, which ensures that planning, and coordination efforts are completed in a timely manner. As an expert in the field, the work is generally considered technically authoritative and is not subjected to substantive review by the supervisor. Work products may be examined for compliance with broad agency policy.

The level of responsibility compares favorably to Level 2-5, where the employee is a recognized technical authority in the management of PAE restructuring programs. The level of responsibility exceeds Level 2-4, where the supervisor sets the objectives and establishes the resources available and in consultation with the employee, they develop deadlines, intended objectives and the work to be accomplished.

#### Factor 3. Guidelines

Level 3-5, 650 pts.

Basic guidelines include a myriad of broad and complex policy directives and regulations from OAHP, manuals, internal guidelines and directives, and accepted principles and practices. The incumbent is also guided by recent policy changes and Congressional mandates in the Voucher 8 assistance program. The incumbent is a recognized authority in the application of policy, guidelines, methods, and procedures that serve as precedents for staff and other agencies.

This factor compares favorably to Level 3-5, where guidelines consist of available policies, regulations, laws, ordinances, and legislative proposals. Although some guides are available, incumbent must exercise judgment in interpreting and adapting policies or regulations and is recognized as a technical authority. The guidelines exceed Level 3-4 where guides are available but require an incumbent to select, adapt, and apply the applicable policy and principles where necessary in the coordination of work products.

# Factor 4. Complexity

Level 4-5, 325 pts.

Incumbent prepares, issues, and implements policy guidance on a broad range of OAHP's operations. He/She must choose the analytical techniques, methods and procedures to analyze, revise, and formulate decisions that meet OAHP program goals and objectives. Often, incumbent identifies matters that are hindering completion of work, research and solutions. In this respect, incumbent has to draft policy, procedure, or position papers to support a recommendation, interact with OAHP and other staff, contractors and stakeholders to refine the recommendation and get approval before implementing a solution. Incumbent is required to exercise considerable judgment in selecting, interpreting and applying guidelines while making sure that the laws, rules and regulations that apply to eligibility, selection, performance suspension, exclusion, and termination of state and local HFAs are analyzed, coordinated, and accurately applied.

The level of complexity is comparable to Level 4-5, where the work includes the identification of problems that require analysis and evaluation of factors as costs, services, timetables, area ordinances and various other general business activities. Work requires identification of the latest techniques, procedures, and concepts to develop program policies and procedures.

## Factor 5. Scope and Effect

Level 5-5, 325 pts.

The work involves developing criteria, procedures, instructions, and furnishing advisory, planning and review services on a wide range of projects pertaining to participation as PAEs in OAHP's restructuring program. All federal, state and local entities are extremely interested in PAE participation because problems in this area can affect the economic interests of many people. As a result, a policy and procedural decision made by the incumbent will have national scope and effect and is highly visible. Work involves interpreting and adapting policies, highlevel directives, or new or revised methods that influence directly the PAE process. Such scope and effect affects the affordable housing industry nation-wide, and the amount of mortgage insurance provided by the Federal Government. The impact of the work affects OAHP's programs, policies, practices, operations, and the affordable housing industry.

The work described is comparable to Level 5-5 in that at this level, the purpose of the work is to develop program policies, resolve critical problems related to policy application, and coordinate major program functions.

The work exceeds Level 5-4 where the purpose of the work is to provide expertise as a specialist in techniques and methodology by giving advisory services to other agency organizations on specific problems, projects, programs, and functions.

## **Factor 6. Personal Contacts**

Level 6-4, 110 pts.

Contacts include supervisors and high-level managers, the PAEs, private sector companies, state and local employees of HFAs, representatives from interest groups, federal, state, and local regulatory officials, and the public. Incumbent exercises tact, diplomacy, judgment, and technical expertise in meeting and dealing in unstructured settings to gain confidence and resolve disagreements.

Level 6-4 describes contacts with high-ranking officials from outside the agency. Contacts are usually in highly unstructured settings.

The Level 6-3 is exceeded since contacts at this level are described as agency contacts, management officials and representatives of public, private, and other agencies. Contacts are at the employee's workplace or other locations available to persons contacted.

Level 7-4, 220 pts.

# Factor 7. Purpose of Contacts

Contacts are to resolve policy issues and problems, persuade others, defend, explain, influence, motivate, or justify OAHP policies, practices, or procedures regarding PAEs in OAHP's restructuring program. Persons contacted may be fearful, skeptical, or uncooperative. Incumbent therefore must be skillful in approaching the individual or group in order to gain desired results.

This purpose of contacts meets Level 7-4 where the purpose is described as above. The purpose exceed Level 7-3 because at the 7-3 level, the purpose is to influence or persuade agency officials, local groups, etc., to accept plans, schedules, policy and methods that may be a conflict with the already established work.

# Factor 8. Physical Demands

Level 8-1, 5 pts.

The physical demands described are a direct match.

#### Factor 9. Work Environment

Level 9-1, 5 pts.

The work environment described is a direct match.

Total Points = 4140

## Final Determination:

A total of 4140 points falls in the range of 4055 points – up for conversion to GS-15. This position is correctly classified as Participating Administrative Entity (PAE) Coordination Manager, GS-1101-15.