

**Time and Attendance for Full and Part-Time Physicians,
Dentists and Podiatrists**

1. **PURPOSE:** The purpose of this memorandum is to provide guidance pertaining to the time and attendance for physicians, dentists and podiatrists. This policy is applicable to all full and part-time Title 38 physicians, dentists, and podiatrists that will be referred to as "employees" throughout the policy.
2. **POLICY:** The Clement J. Zablocki VA Medical Center policy is to follow the VISN 12 Policy Memorandum 10N12-02-07 requirements for tour of duty, adjustable work hours, availability, presence, and recording of attendance.

A. Key Definitions:

- 1) Tour of Duty. For all employees, a regular tour of duty will be established that reflects the number of hours to be worked per pay period, including the specific starting and ending times for each scheduled work day in the pay period. This tour of duty will be noted in the Electronic Time & Attendance (ETA) system for pay purposes. For employees on adjustable work schedules, this tour of duty will reflect the average number of hours to be worked per pay period as stipulated on the Memorandum of Service Level Expectations. This tour of duty forms the basis on which the employee will be paid while the Memorandum of Service Level Expectations is in effect.
- 2) Bi-weekly Work Requirement. For part-time employees on adjustable work schedules, the bi-weekly work requirement is the total number of hours, including specific dates and times, an employee agrees and is scheduled to work during the pay period or to otherwise account for through the use of approved leave. The work requirements of part-time employees on adjustable work schedules are dependent upon VA patient care and other work requirements. The number of hours and the agreed upon work schedule in the biweekly work requirement may remain stable throughout the life of the Memorandum of Service Level Expectations, or it may be adjusted by the supervisor on a pay period to pay period basis. Periodically, supervisors are to assess the need for employees' services and make appropriate adjustments in the biweekly work requirement as necessary. If adjustments are needed, the approved change will be documented in writing by the supervisor. Employees need not be scheduled for duty every biweekly pay period if VA duty is not required.
- 3) Present. To be considered present and to have time count toward the actual work requirement, all full-time and part-time employees must be engaged in VA clinical, administrative, research, or educational activities. Please see Attachment B of this

policy for guidance on determining whether activities of health care professionals constitute VA work.

- 4) Memorandum of Service Level Expectations (VA Form 0880a). A written memorandum of understanding between VA and the part-time employee on adjustable work schedules that specifies an expected level of service during a service year. Under the Memorandum, VA and the part-time employee reach an annual service level expectation based on anticipated VA patient care or other work requirements and employee availability. The Memorandum also provides estimates of the amount of time an employee is expected to dedicate to patient care, administrative, research, and educational activities.
- B. Full-time employees are required to be available 24 hours per day, 7 days per week. The basic workweek for full-time employees is 40 hours in length, and the normal tour of duty within the 40-hour workweek consists of five 8-hour days, exclusive of the meal period. Facility Directors, or their designees, are authorized to fix the hours of duty constituting normal tours of duty within the 40-hour basic workweek. However, because of the continuous nature of the services rendered, the facility Director, or designee, has the authority to establish any tour of duty necessary to ensure adequate professional care and treatment to patients.
 - C. Full-time employees are expected to be present or on approved leave during the scheduled tour of duty. Employees are permitted some periods of time free from official duty (e.g., such full days are "administrative non-duty days", which are Saturday and Sunday for most individuals). Not more than two administrative non-duty days may be granted in any one week. Duty hours will be established in writing. Irregular tours (e.g., to accommodate teaching agreements, etc.) are permissible, but must be written and must be approved by the local Chief of Staff.
 - D. Part-time employees may have a regularly scheduled fixed work schedule that is less than 80 hours in a bi-weekly pay period. Such employees may perform occasional unscheduled duty in addition to the regular tour of duty. However, the salary for a part-time employee may not exceed that of a 7/8 appointment, and no payment may be made for hours worked in excess of 1820 (equivalent to a 7/8 appointment) in a 12-month period. Employees are expected to be present or on approved leave during the scheduled tour of duty.
 - E. Part-time employees who routinely have needed to change or adjust their tours from pay period to pay period may be placed on adjustable work schedules. Employees using adjustable work hours are responsible for fulfilling their total work requirement obligation by the performance of duty or by obtaining approval for an appropriate form of leave. Part-time employees with fixed work requirements, and those who do not routinely need to adjust their tours, are not to be placed on adjustable schedules. For those part-time employees on adjustable work schedules, the amount of service may not exceed 1820 hours in a service year (7/8 of full-time employment).

- F. Employees on adjustable work schedules must request the appropriate type of leave whenever they are absent from scheduled duty or when they will not meet the hours agreed upon for the biweekly work requirement. Approval of leave is based on VA patient care or other work requirements. Such leave is to be requested in advance except in emergencies, and, if leave is not properly approved, the employee will be considered to be Absent Without Leave (AWOL).
- G. Based upon the regular tour of duty entered into the ETA system, a part-time employee on an adjustable work schedule is to be paid the same amount each biweekly pay period. The biweekly pay is computed by dividing annual rate of pay by 2080, and multiplying the result by the hours allocated to the pay period (annual work requirement divided by 26).
- H. Timekeeping documents must reflect actual hours worked by full-time and part-time employees. Failure to appropriately monitor compliance with the policies and procedures in this policy, or failure to properly account for time and attendance may result in appropriate disciplinary and/or legal action. Falsification of records or fraud will result in appropriate disciplinary action.

3. RESPONSIBILITIES:

A. The Medical Center Director is responsible for:

- 1) Ensuring the work hours of part-time employees to levels that are consistent with VA physician staffing guidelines, patient care requirements, and other VA work requirements;
- 2) Ensuring all current and newly appointed part-time employees are made aware of their responsibilities with regard to VA time and attendance procedures;
- 3) Enlisting the cooperation of affiliate officials in the implementation of VA time and attendance policies and procedures;
- 4) Incorporating compliance into the performance contracts of appropriate subordinate employees, and recommending or taking disciplinary action against employees or management officials who fail to fulfill their responsibilities; and
- 5) Approving or terminating VA Form 0880a, or delegating this responsibility to appropriate facility official(s).

B. The Chiefs of Staff is responsible for:

- 1) Providing the facility Director with assistance in carrying out the provisions of this policy;
- 2) Reviewing proposals to establish or terminate a VA Form 0880a, and

- 3) Ensuring that part-time employees and their immediate supervisors carry out their responsibilities. This includes recommending or taking disciplinary action where appropriate.

C. Clinical Division Managers are responsible for:

- 1) Recommending approval or termination of a VA Form 0880a for employees under their supervision;
- 2) Ensuring that subordinate employees have received required training related to time and attendance procedures;
- 3) Monitoring the levels at which part-time employees are appointed so that they are consistent with appropriate staffing guidelines, as well as VA patient care or other work requirements; and for promptly recommending adjustments when appropriate;
- 4) Establishing and adjusting biweekly work requirements for subordinate employees based on VA patient care and other work requirements, and for approving or disapproving written requests from employee to adjust their biweekly work requirements based on VA patient care or other work requirements;
- 5) Notifying the timekeeper promptly whenever leave requests or changes to an employee's biweekly work requirement have been approved;
- 6) Certifying time and attendance records of employees under their supervision, and ensuring time and attendance records reflect actual attendance (see paragraph 4.E. below);
- 7) Monitoring the amount and type of time that part-time employees under their supervision have worked during their service year to ensure the amount is consistent with the approved VA Form 0880a , and for promptly recommending termination of VA Form 0880a when appropriate;
- 8) Investigating excessive requests for unscheduled hours or absences as these may be indicative of performance or staffing problems. An excessive number of requests may also indicate the type of appointment is inappropriate or the service level expectations should be changed (e.g., hours increased or decreased); and
- 9) Recommending or taking appropriate disciplinary action whenever employees fail to comply with the provisions of this policy or falsify time and attendance records.

D. The Manager, Great Lakes Human Resources Management Service and/or designees will provide advice and assistance to Director, Chief of Staff and Division Managers and employees regarding VA work scheduling requirements and adjustable work schedules for part-time employees, and to perform the reconciliation process as described in

paragraph 4.B. below.

- E. The Manager, Great Lakes Financial Service and/or designees is responsible for ensuring that timekeepers have received required training related to time and attendance procedures, and ensuring that required semi-annual audits of time and attendance reports have been completed as required by VA Manual MP-6, Part V, Supplement 2.2.
- F. Full-Time and Part-Time Employees on Fixed Work Schedules are responsible for being present or performing other authorized VA work during the scheduled tour of duty unless absent on approved leave.
- G. Part-Time Employees on Adjustable Work Schedules are responsible for:
 - 1) Agreeing to service level expectations as outlined in paragraph 4.B. below;
 - 2) Knowing their approved biweekly work requirement and mandatory scheduled hours (if any), and for submitting written requests for supervisory approval to deviate from their biweekly work requirement or mandatory scheduled hours. Such requests must be submitted and approved in advance whenever possible;
 - 3) Monitoring amount and type of time they have worked during the service year to ensure the amount is consistent with the Memorandum of Service Level Expectations;
 - 4) Complying with all policies and procedures associated with adjustable work schedules; and
 - 5) Fulfilling their entire biweekly work requirement and being present during mandatory scheduled hours unless absent on approved leave or where a deviation is properly authorized by their supervisor, and for adhering to all other locally established time and attendance procedures.

4. PROCEDURES:

A. Fixed Work Schedules

- 1) A regular tour of duty will be established for all employees on fixed work schedules. However, after a tour of duty is established, employees must submit a revised tour of duty memorandum to their supervisor for concurrence any time that changes are made to the established tour of duty. The Division Manager will submit the tour of duty request to the local Chief of Staff for approval through the local Human Resources Coordinator via either electronic mail or hardcopy. All new tours of duty will be forwarded to Fiscal Service, payroll section. A copy of the approved tour of duty request will be maintained by the Division.

- 2) Officials responsible for work scheduling may reschedule an employee's regularly scheduled administrative workweek when it is known in advance that the specific days and/or hours of a day actually required of the employee in that administrative workweek will differ from those normally required in the established tour of duty. The official must inform the employee of the change, and must ensure that the change is recorded on the employee's timecard or its electronic equivalent. Such changes should be made as far in advance as possible. Employees should also be given consideration in arranging schedules as long as such consideration is compatible with VA work requirements.

B. Adjustable Work Schedules

- 1) VA Form 0880a, "Memorandum of Service Level Expectations"
 - a) Part-time employees placed on adjustable work schedules must sign a VA Form 0880a, "Memorandum of Service Level Expectations", which specifies an expected level of service during a service year, beginning on the first day of a pay period. Under the Memorandum, VA and the part-time employee reach an annual service level expectation based on anticipated VA patient care or other work requirements and employee availability. VA Form 0880a contains an expected level of commitment, and also provides estimates of the amount of time an employee is expected to dedicate to patient care, administrative, research, and educational activities. VA Form 0880a must be approved by the facility Director, or designee.
 - b) The total expected service on VA Form 0880a may not be modified, but if an adjustment is required, the existing Memorandum of Service Level Expectations must be terminated and reconciled as outlined in item d) below. Accordingly, a new VA Form 0880a must be established.
 - c) Copies of the approved VA Form 0880a are to be provided to the part-time employee, the employee's supervisor, and a copy should be filed in the employee's payroll folder. The original signed form is to be filed on the left hand side of the employee's Merged Records Personnel Folder.
 - d) For pay purposes, a tour of duty will be noted in ETA reflecting the average number of hours to be worked per pay period as stipulated on the Memorandum of Service Level Expectations. A tour of duty memorandum to be used for this purpose should be prepared in conjunction with the Memorandum of Service Level Expectations, and should be filed with the Memorandum of Service Level Expectations on the left hand side of the employee's Merged Records Personnel Folder.
 - e) Termination of an existing Memorandum of Service Level Expectations
 - (1) VA Form 0880a automatically terminates on its expiration date at the end of

12 months of service. It also terminates if an employee leaves VA employment for any reason, transfers to another VA facility, moves to an excluded position (e.g., movement to a part-time position with a fixed schedule or conversion to full-time, intermittent, fee basis or without compensation employment), or signs a new VA Form 0880a.

- (2) VA or the employee may terminate VA Form 0880a at any time. Whenever possible, either party should give the other advance notice that a VA Form 0880a is going to be terminated, and the termination of VA Form 0880a must coincide with the end of a pay period. Such terminations must be in writing, and must be filed on the left hand side of the employee's Merged Records Personnel Folder. VA Form 0880a must be promptly terminated whenever it no longer forms the appropriate basis for compensating the employee. When VA Form 0880a is terminated prior to the expiration period, the employee's services should be reviewed to determine whether a fixed work schedule, another type of VA appointment, or termination from employment is appropriate.
- (3) When VA Form 0880a expires or is terminated for any reason, the salary and benefits paid are to be reconciled against the actual amount of work performed during the term of VA Form 0880a. The human resources office will determine the number of hours the employee should have worked between the beginning and expiration or termination of VA Form 0880a (i.e., the number of hours allocated to each pay period multiplied by the number of full pay periods between the beginning and ending date of VA Form 0880a), and will compare this number with the number of actual hours the employee worked during this period. Any applicable overpayment or underpayment will be determined. Based on information received from the human resources office, the payroll office will take the necessary steps to remedy any underpayment or overpayment. In the case of an overpayment, a SF 1114, Bill of Collection, will be issued to the employee. There are no provisions to request or approve a waiver for overpayments. All overpayment and underpayment amounts will be computed based upon the salary rate in effect at the time of termination of the Memorandum of Service Level Expectations.
- (4) In addition to the determination of whether an underpayment or overpayment occurred, the human resources office must also determine whether an adjustment to the part-time employee's leave balances must also be made by comparing the leave that was actually accrued based upon the hours that should have been worked, and the leave that should have accrued based upon the actual hours worked. Human Resources will advise the payroll office of any necessary adjustments to leave balances.

C. Biweekly Work Requirements

- 1) Supervisors will establish a biweekly work requirement for employees on

adjustable work schedules based on recurring or known patient care and other VA needs. This requirement will be documented in writing. The bi-weekly work requirement is the total number of hours, including specific dates and times, an employee is scheduled to work during the pay period or to otherwise account for through the use of approved leave.

- 2) The number of hours and the agreed upon work schedule for each biweekly work requirement may remain stable throughout the life of the Memorandum of Service Level Expectations, or it may be adjusted by the supervisor on a pay period to pay period basis. Periodically, supervisors are to assess the need for employees' services and make appropriate adjustments in the biweekly work requirement as necessary. If adjustments are needed, the approved change will be documented in writing by the supervisor. Whenever possible, adjustments should be approved in advance. However, in emergent situations, the supervisor can approve such changes on a retroactive basis. In all cases, the supervisor's approval of a change in the biweekly work requirement will be documented in writing, which may be in electronic format, e.g., e-mail, etc. Employees need not be scheduled for duty every biweekly pay period if VA duty is not required. However, if VA duty is not required during a pay period, the biweekly work requirement is to be so annotated.

D. Electronic Subsidiary Record (ESR)

- 1) All part-time employees placed on adjustable work schedules will record their time and attendance in the computer system through the use of the Electronic Subsidiary Record (ESR) in the Veterans Health Information Systems and Technology Architecture (VistA).
- 2) Prior to the beginning of each pay period, an ESR for each week of the pay period will be prepared by the employee and/or timekeeper for each part-time employee on adjustable work schedules based on the biweekly work requirement. Employees are to record their time and attendance on a daily basis in the ESR.
- 3) Supervisors are to verify and document that the biweekly work requirement has been met or accounted for by an appropriate leave charge, or that there has been an approved change to the biweekly work requirement. After verification, the supervisor will approve the ESR.

E. Certification of Understanding

- 1) All part-time employees placed on adjustable work schedules must receive a copy of this policy, and must certify in writing that they understand and will comply with the procedures and requirements herein. An example Certification of Understanding statement may be found in Attachment A.

- 2) The original signed Certification of Understanding statement must be provided to Human Resources, and will be appropriately filed or scanned into the Personnel Folder

F. Documenting Time and Attendance

- 1) Medical Center management and supervisory officials are responsible for ensuring that time and attendance of part-time employees is properly documented in order to assure outside reviewers that required VA duty has been performed.
- 2) The following methods will be used for documenting time and attendance:
 - (a) Periodic visits to the clinic/procedure areas where part-time staff are assigned will be made to observe whether the part-time physicians scheduled for duty are in fact present. These visits will be performed no less frequently than twice per year for each part-time employee, and the results of the visit must be documented in writing and submitted to the local Chief of Staff.
 - (b) Periodic reviews will be conducted of the charts for scheduled patients seen by the part-time physician, or other records such as operating room logs, postoperative notes, minutes of meetings, operations reports, or other materials that document the presence of the employee. These reviews will be performed no less frequently than once per quarter for each part-time employee, and the results of the review must be documented in writing and submitted to the local Chief of Staff.
- 3) The following methods may be used in addition to those specified in paragraph 2) above to assure that attendance is properly documented:
 - (a) Employees may be required to physically report to a specifically identified employee or alternate;
 - (b) Verification may be obtained that the employee signed on to a VA computer system from an authorized location.

5. **COLLABORATION:** VISN 12 Great Lakes Human Resource Management Service and VISN 12 Great Lakes Fiscal Service

6. **REFERENCES:**

- A. VA Handbook, 5011, Part II, Chapter 3 and Appendices I, J, and K.
- B. Deputy Under Secretary for Health for Operations and Management Memorandum, Part Time Physician Time and Attendance Monitoring dated December 3, 2007.
- C. VISN Policy 10N12-02-07 R1, Time and Attendance for Full and Part-time Physicians, Dentists and Podiatrists, dated April 17, 2007.

7. **RESCISSION:** Station Memorandum 11-44, Time and Attendance for Full and Part-time Physicians, Dentists and Podiatrists, dated June 2006.

8. **REVIEW MONTH:** Every three years in September.

A handwritten signature in cursive script, reading "Robert H. Beller".

ROBERT H. BELLER, FACHE
Medical Center Director

Attachment A: Certification of Understanding Adjustable Work Schedules

Attachment B: Guidance on Determining Whether Activities of Health Care Professionals
Constitute VA Work

DISTRIBUTION: Division Managers, Lead Physicians/Dentists/Podiatrists

**Certification of Understanding
Adjustable Work Schedules**

I _____ (Print Name) request approval to work on an adjustable work schedule. I have received a copy of VISN Policy Memorandum [number], "Time and Attendance for Part-Time Physicians, Dentists, and Podiatrists," and will cooperate with the Chief of Staff, my Division Manager, and my assigned timekeeper to assure my compliance with the definitions and procedures outlined in this memorandum. Specifically, I certify that:

- (1) I will promptly advise VA if the service level expectations as outlined in my VA Form 0880a no longer accurately reflects my level of commitment to VA;
- (2) I have been advised that I may only post hours of duty performed at or on behalf of VA on the Electronic Subsidiary Record (ESR);
- (3) If I am scheduled for VA duty, I must perform work or otherwise account for such time through the use of approved leave;
- (4) I will post daily on the ESR all work performed;
- (5) I will obtain written authorization from my supervisor for any variation from the approved biweekly work requirement;
- (6) If I am not engaged in VA work or on approved leave when a random audit of time and attendance is performed, I will be considered to be absent without leave;
- (7) I understand that falsification of time and attendance records or pre-posting work on the ESR will result in appropriate disciplinary action;
- (8) I understand that my salary cannot exceed that of a 7/8 appointment, and no payment will be made for hours worked in excess of 1820 hours (equivalent to a 7/8 appointment) in a 12-month period; and
- (9) I understand that there are no provisions for request and approval of waivers for overpayment, and all overpayments will result in a Bill of Collection. All overpayment and underpayment amounts will be computed based upon the salary rate in effect at the time of termination of the Memorandum of Service Level Expectations.

Signature of Physician

Date

Print Name

Guidance on Determining Whether Activities of Health Care Professionals Constitute VA Work

Guidance in VA Handbook 5011, Part II, Chapter 3, applies to all health care professionals whether employed in full-time or part-time status. VHA employees must be in a leave status or outside their regular tours of duty when generating money or benefits for themselves such as receiving pay or other benefits from a non-VA entity. VHA employees are also legally barred from billing Medicare, Medicaid, or CHAMPUS for services not related to the performance of their official duties while on VA duty.

Prior to engaging in scarce medical specialist contracts or sharing agreements, VHA employees, especially those who have appointments with an affiliated university that provides services or resources to VA, should first consult with the Regional Counsel to ensure that their participation in such contracts or agreements do not result in a conflict of interest or prohibited salary supplementation.

1 Physicians and Others Working in Academic Settings

- A. For over 50 years VA has used attending physician-resident and physician teams as the predominant care providers in VA facilities affiliated with academic medical centers. The affiliation relationship as defined in Policy Memorandum No. 2. (January 30, 1946) and applicable VHA policy defines the parameters of this relationship. These documents serve as the basis for approving any off-site activities in support of VA's role in the affiliation. Frequently, attending physicians are employed part-time both by the academic affiliate and VA. However, VA work must be solely supported by VA, while work for the affiliate must be distinct and separately accounted for by the affiliate.
- B. To support the accreditation of VA training experiences, full-time VA physicians and other VA professionals may hold faculty appointments at affiliates. The duties of these individuals, whether full-time or part-time VA, will involve providing care to VA patients, but may also involve administrative, academic, and research activities in support of VA.
- C. Academic work performed at VA's request and paid for by VA must be distinguished from work for the affiliate. This distinction and accounting for VA time requires the collaboration between the affiliate and the local VA Clinical work at VA and at the affiliate must be carefully considered. Income-generating professional activities are allowable only outside of regular tours of duty or in a leave status. This is particularly important in situations where time at the affiliate has been approved as part of professional VA duties. While on VA duty status at the affiliate, professionals must take care to avoid any income-generating activities. Professionals who provide services both as employees and under sharing agreements should obtain guidance from their Regional Counsel.

2. VA managers are responsible for assigning work, and for ensuring VA employees are performing work that supports VA's missions. VA work can consist of veteran patient care, research, educational or administrative work performed either at the VA Medical Center or off-site. Off-site work must be directly related to VA's mission and approved by the Director or designee. The list below includes examples of on-site and off-site work, but is not inclusive.

- a. On-Site: (VA grounds)

- (1) Clinical. Clinical duties involve providing and/or supervising patient services at VA, clinical teaching at VA related to the care of VA patients, providing patient care at an outpatient clinic, or participating in interdisciplinary patient care conferences at VA. For example, patient evaluation, invasive procedures, consultation, attending rounds, journal club, follow-up calls, clinical documentation, care coordination, or care planning conferences.
- (2) Administrative. Administrative duties involve activities such as attending meetings at VA regarding program development, enhancement of clinical or teaching services, continuing medical education, patient care and medical staff issues (e.g., Drug Usage and Infection Control Committees, Clinical Executive Board, etc.).
- (3) Research. Research activities include such things as conducting either funded or unfunded approved VA research activities in assigned VA lab space and attending meetings at VA related to research activities (e.g., Research and Development Committee).

b. Off-Site:

- (1) Clinical. This includes providing services for VA patients at a non-VA location (e.g., a VA physician uses the affiliate catheterization lab to treat VA patients with no professional charge to VA); participating in interdisciplinary patient care conferences at an affiliate to discuss VA patients (e.g., approved VA representation at clinical conferences such as a Tumor Board); teaching related to the care of VA patients (e.g., Grand Rounds), approved attendance at Medical Executive Committee meetings; public service or other professional activities when the activity is considered to be of substantial benefit to VA in accomplishing its general mission or one of its specific functions; or providing services regarding a VA patient from another site (e.g., reading x-rays from home or entering patient notes via remote computer log-on).

NOTE: *Health care professionals cannot receive any compensation from other sources for activities carried out when they are in a duty status; they must be in a leave status or outside their VA tour of duty.*

- (2) Administrative. This includes approved attendance at lectures, conferences, or off-site meetings related to VA duties (e.g., national or VISN committees or meetings); activities required to maintain academic status (appropriately shared with the affiliate in the case of part-time employees); approved VA representation at meetings at affiliates regarding curriculum development or resident selection; or other administrative issues related to VA activities for which employees are not compensated by the affiliate.
- (3) Research. Conducting off-site funded research activities with written waiver from VACO (e.g., research space not available at VAMC); developing a letter of intent; VA representation on a joint IRB; or, if approved, non-funded research related to VA's mission.

NOTE: *Time allocated for non-funded research will be at the discretion of the supervisor and approved by the COS or Director.*

- (4) Education. This involves such things as providing orientation or training to house staff or other students at the affiliate regarding information related to VA and its mission.

3. Specific examples of activities that will constitute VA work include the following:
- A. Performance of veteran clinical care at VA facilities.
 - B. Performance of veteran clinical care at affiliates via telemedicine.
 - C. Performance of clinical care under approved VA sharing agreements.
 - D. Performance of approved research at VA facilities. Approval may be for VA registered and funding research, or written approval from the Director/Chief of Staff.
 - E. Performance of approved research at affiliate site. Approval must be in conjunction with VA registered, VA funded (Merit Review), and approved by VACO for remote site.
 - F. Performance of teaching at VA facilities.
 - G. Performance of teaching for VA students/residents at remote sites.
 - H. Attendance of VA meetings at VA facilities.
 - I. Attendance of meetings while representing VA at affiliated sites.
 - J. Attendance of meetings while representing VA at remote sites.
 - K. Continuous education at VA facilities (entered into TEMPO).
 - L. Continuous education distant from VA facilities if approved by supervisor and entered into TEMPO.
 - M. Participation on recruitment search committees or interviewing faculty candidates for positions of joint appointment (VA and affiliate).
 - N. Participation in recruitment or interviewing of students or residents for positions of joint appointment (VA and affiliate).