

**Manual M-1, Operations. Part VIII, Management Analyst Program**

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**Chapter 1, General (Paragraphs 1.01 and 1.02)**

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VETERANS ADMINISTRATION  
DEPARTMENT OF MEDICINE AND SURGERY

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**M-1**

PART VIII

# OPERATIONS



PART EIGHT

## MANAGEMENT ANALYST PROGRAM

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WASHINGTON, D.C. 20420

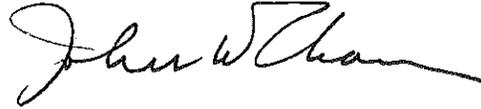
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**RESCISSIONS**

The following material is rescinded.

1. **COMPLETE RESCISSIONS**

a. **DM&S Circulars**

Cir. 10-71-25

b. **Program Guides**

G-10, dated November 12, 1963, M-1, part I

[c. **Manuals**

Part VIII, dated February 7, 1972, M-1]

## CHAPTER 1. GENERAL

### 1.01 PURPOSE AND SCOPE

Policies contained herein are applicable to management analysts assigned to VA hospitals. This manual is intended to describe clearly and precisely the functions of a management analyst and to identify ongoing programs for which a management analyst is accountable. By identifying accurately the role of the management analyst at a hospital, there will be more consistency in utilizing the talents and skills possessed by management analysts by virtue of their training and experience in improving management practices.

### 1.02 THE MANAGEMENT ANALYST'S PLACE IN THE ORGANIZATION

a. The management analyst is aligned organizationally in the office of the Hospital Director. The immediate supervisor is the Hospital Director who will assign performance ratings.

b. The management analyst is responsible to the Director, Management Analyst Program, Central Office, for management analysis program effectiveness.

c. The management analyst assists and advises all organizational elements within the hospital on how to improve the efficiency and economy of their operations. This expertise is of equal value to professional as well as administrative services. Requests for management analysis support will be made to the Hospital Director who will determine priority and appropriateness of work assignments and will be kept informed on how the management analyst is being utilized.

d. The management analyst has the authority to cross all organizational lines in conducting studies approved by the Hospital Director. The management analyst may assist operating officials initially in implementing improvement actions identified through the study work and approved by the Hospital Director. Responsibility for continued implementation rests with the operating official.

e. To assign followup responsibility to the management analyst for improvement actions identified by audit/survey inspections, etc., is good practice. Continued compliance with these actions will be reviewed through station programs coordinated by the management analyst such as the Systematic Review of Programs and Operations, Cost Reduction and Management Improvement Programs, etc.

f. Management analysts should not be delegated the responsibility of "acting" for a line official at the hospital level. Hospital Directors will avoid any situation in which the management analyst will be called on to exercise any line authority over program officials. Only under unusual and extenuating circumstances will Hospital Directors designate the management analyst as an "acting" official.