

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

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

Chapter 2, The Management Analyst (Paragraphs 2.01 through 2.06)

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VETERANS ADMINISTRATION
DEPARTMENT OF MEDICINE AND SURGERY

M-1

PART VIII

OPERATIONS



PART EIGHT

MANAGEMENT ANALYST PROGRAM

WASHINGTON, D.C. 20420

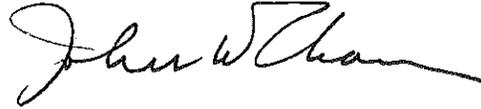
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Department of Medicine and Surgery
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Part VIII, "Management Analyst Program," VA Department of Medicine and Surgery Manual M-1, "Operations," is published for the compliance of all concerned.



JOHN D. CHASE, M.D.
Chief Medical Director

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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The following material is rescinded.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 2. THE MANAGEMENT ANALYST**2.01 DEVELOPMENT OF A MANAGEMENT ANALYST**

a. Management analyst trainees who enter the field of management analysis in DM&S bring with them varied educational backgrounds and experience. Preceptors will evaluate the trainees' background early in the training year, determine what areas will be stressed and strengthened through concentrated training efforts and, within a 1-year period, develop a management analyst capable of functioning at the top management level as a staff assistant to the Hospital Director. Employees entering the field of management analysis with an industrial engineering background will develop a general knowledge of all operational components within a hospital setting. Conversely, employees entering the field of management analysis, with an educational background or experience in health care administration, will be taught the techniques to acquire the skills used by industrial engineers. In either case, the end product of training will be the development of a management analyst who has an overall knowledge of hospital operations and the capability of independently designing studies using industrial engineering principles resulting in sound recommendations based on analysis of facts obtained.

b. In order to be considered for placement as a management analyst at a hospital, individuals will possess the knowledge and skills stated in subparagraph a above. The primary input of management analysts into the program will be through the training program established for DM&S management analysts as outlined in Training Program TP 10-13.

2.02 PLACEMENT OF A MANAGEMENT ANALYST

Management analysts will be placed at hospitals where their skills and personality will support and complement the Hospital Director. As the management analysts increase their proficiency through experience and training, they will become eligible for promotion consideration and transfer to hospitals of greater complexity and difficulty. For these reasons, placement of management analysts will continue to be centralized.

a. Management analysts will be placed at hospitals on a letter of request from a Hospital Director to the appropriate DIRECTOR, FIELD OPERATIONS, REGION _____ (10CA).

b. Candidates for promotion will be selected from a "best qualified" group who meet basic requirements and consistent with the progression pattern outlined in paragraph 2.03.

2.03 PROGRESSION OF A MANAGEMENT ANALYST

Depending on the qualifications of an individual, the entrance level for a management analyst trainee is at GS-5, GS-7 or GS-9 level. Training will normally be for 1 full year unless certain factors are present as outlined in TP 10-13, paragraph 1.04a (1) and (2).

a. After successful completion of training and availability of target positions, the management analyst trainee will normally qualify for an appointment two grades above the entrance level. Promotions to these levels will be processed as career promotions under the merit promotion plan for centralized positions.

b. Factors such as the management personnel inventory evaluations received from Hospital Directors, experience in grade, self development accomplished; number and quality of studies performed and copies submitted to Central Office; willingness to participate in Central Office directed studies or details; awards received and mobility will be considered when selecting management analysts for promotion. The copy of VA Form 10-2340, Qualifications Record, filed in the service director's office will be updated as needed by management analysts to assure full credit when the "best qualified" candidate listing is being prepared for promotion consideration.

c. As target positions become available, the management analyst will be selected competitively for GS-12 and GS-13 levels.

2.04 MOBILITY, DIFFICULTY OF ASSIGNMENTS AND SELF DEVELOPMENT

Management analysts in DM&S will be mobile in order to be considered for positions of greater responsibility. Normally, promotions made will be to a hospital that is more complex, requiring greater knowledge and skills from the management analyst. Management analysts will increase their armory of skills and knowledge continually through self development so that they are equipped and ready to progress to levels of greater responsibility. Central Office will assist management analysts in this effort, consistent with funding availability, by assigning them to courses designed to prepare them for the more difficult, complex assignments.

2.05 DISTRIBUTION OF A MANAGEMENT ANALYST'S TIME

To develop consistency in utilizing management analysts at hospitals, the percent of time devoted to study/project work and to ongoing programs for which they are held accountable is necessary. The following guidelines will be used by Hospital Directors to determine work assignments for management analysts.

Percent of Time to Activity	Activity
50 minimum 75 maximum	<p>a. Major Analytical Studies and Projects--Examples</p> <p>(1) Study and analyze to recommend best possible distribution of hospital resources, i.e., funds, manpower, space, equipment, etc.</p> <p>(2) Productivity reviews--considering standards available, workload trends, backlogs, etc.</p> <p>(3) Methods analysis and improvement.</p> <p>(4) Procedural analysis.</p> <p>(5) Organizational analysis--including mechanism for distribution and updating of organizational and functional charts.</p> <p>(6) Planning, scheduling and controlling workloads.</p> <p>(7) ADP feasibility and application.</p> <p>(8) Special reports/studies/systems generated locally or by Central Office.</p> <p>(9) Studies assigned by the Hospital Director or requested by other key officials.</p>
10 - 15	<p>b. Ongoing Programs</p> <p>(1) Systematic Review Program. Coordinating improvement opportunities identified at the Hospital Director's briefing sessions and assisting division/service chiefs in the development of a comprehensive systematic review plan for their activity.</p>
5 - 10	<p>(2) Work Simplification Program. Local application and hospital training.</p>
5 - 10	<p>(3) AMIS Program. Analysis and use of data made available by AMIS.</p>
3 - 5	<p>(4) Internal Management Reporting Program. Development and maintenance of "finger tip" statistics for Director's office.</p>

Percent of Time to Activity	Activity
3 - 5	(5) Cost Reduction and Management Improvement Program. Hospital coordination, final review of VA Form 10-1192 a or b, Report of Cost Reduction and Management Improvement.
5 - 10	(6) Committee Participation and Assignments. (a) Budget Committee. (b) Position Management Committee. (c) Space Committee. (d) Equipment Committee. (e) Training Committee. (f) Others as deemed appropriate by the Hospital Director.

2.06 PARTICIPATION IN EXTRA CURRICULAR ACTIVITIES

a. The very nature of management analysis requires administrative research to be an inherent part of its function. Management analysts are expected to assist administrative study groups or Central Office special study groups whenever such administrative studies are being conducted at hospitals where management analysts are assigned.

b. Occasionally management analysts will be detailed to Central Office to participate in special studies. Hospital Directors will be requested to release management analysts for these Central Office directed studies whenever a request is made unless the Hospital Director determines such detail would affect hospital operations seriously.

c. Management analysts will also be used to participate in DM&S surveys as team members.