

**Manual M-1, Operations. Part IX, Staffing Guidelines and Productivity Enhancements**

**Chapter 28, Security Service Staffing Guidelines, RCS 10-0665  
(Paragraphs 28.01 through 28.07; Appendix 28A through Appendix 28C)**

This document includes:

- Title page for M-1, Part IX, dated **April 21, 1989**
- Foreword for M-1, Part IX, dated **April 21, 1989**
- Introduction for M-1, Part IX, dated **April 21, 1989**
- Contents pages for M-1, Part IX, dated **April 21, 1989**
- Contents pages and Rescissions page for M-1, Part IX, dated **August 22, 1991**
  
- Contents page for Chapter 28, dated **April 21, 1989**
- Text for Chapter 28, dated **April 21, 1989**
- Text for Appendix 28A through Appendix 28C, dated **April 21, 1989**

Transmittal sheet located at the end of the document:

- Sheets dated **April 21, 1989 and August 22, 1991**

**Department of  
Veterans Affairs**

**OPERATIONS**

**Staffing Guidelines and Productivity Enhancements**

**M-1, Part IX  
April 21, 1989**

**Veterans Health Services and  
Research Administration  
Washington, DC**

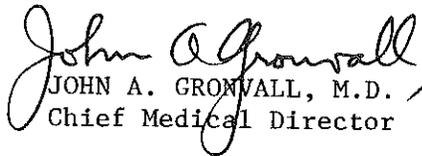
## FOREWORD

This manual has been written to provide guidelines to equitably and effectively allocate manpower resources based on workload and the level of service to eligible veteran patients. The guidelines represent a viable mechanism for estimating manpower resource requirements in most program areas.

The Manpower Planning Division has developed, tested, and refined the guidelines as necessary as workload data was made available through published reporting requirements.

Prior to this document, guidelines were transmitted, tested, and implemented via VHS&RA circulars. With the exception of first generation guidelines, which are required in the development and testing of the staffing criteria, all guidelines thereafter are to become a part of this manual.

In addition to staffing guidelines, this manual provides guidance and procedures with regard to new management and productivity improvement initiatives and re-emphasizes existing initiatives which, heretofore, had not been fully implemented. These initiatives are: Circular No. A-76, "Performance of Commercial Activities," Cost Containment, Efficiency Review Program, and Productivity Improvement Program. These initiatives are identified as "Productivity Enhancements."

 M.D.  
JOHN A. GRONVALL, M.D.  
Chief Medical Director

## INTRODUCTION

The development of guidelines for allocating staff to the medical facilities of the VHS&RA (Veterans Health Services and Research Administration) has been an evolutionary one in VA since the early 1960's, reflecting state-of-the-art advances since that time. These developmental efforts began with the formulation, through "work measurement" studies, of staffing guidelines for specific medical center activities, such as those engaged in by Dietetic and Supply Services. In the 1970's, the formulation of "core staffing ratios" ("x" staff per "y" patients) was introduced for all VHS&RA medical facilities.

The 1970's saw the publication of two major reports on VA's health care system that relied heavily on the core staffing concept. The first, <sup>1/</sup>published in response to a Presidential directive, resulted in substantial increases in key medical facility professional and support staff. In 1977, the NAS (National Academy of Sciences) presented a report, <sup>2/</sup>pursuant to Public Law 93-82, Section 201(c), of an extensive study of health care for American veterans, carried out over a 3-year period. The purpose of the NAS study was ". . . to determine a basis for the optimum number and categories of personnel and other resources to ensure the provision to eligible veterans of high quality care . . ." Unfortunately, the NAS study failed in this objective, touching only lightly on the central question of staffing requirements in VA's medical facilities. Instead of providing the VA with staffing guidelines based on the latest management engineering techniques, the NAS study simply utilized VA's own core staffing ratios. In fact, the NAS report recommended that "the VA develop procedures for assessment of patient needs and use them for staffing...that VA Central Office judiciously apply and continually refine existing instruments..." (pps. 286-7). In other words, the NAS recommended that VA undertake a task the NAS itself was asked to accomplish in its contract. In its response to Congress, <sup>3/</sup>VA concurred with this recommendation and thus committed itself to the development of staffing guidelines that would replace core staffing ratios, though cautioning that "extensive revisions and modifications will be required before even limited application can be made of existing methodologies" (pps. 22-23). Hence, VA began the task of replacing the existing core staffing ratios, which were not refined enough to enable precise staffing needs to be defined for complex medical facilities and programs. Subsequently, a number of different approaches to standards development in the private health care sector were studied. Much valuable information and experience were thus acquired by VA personnel who were eventually incorporated into a new organizational unit in VHS&RA. Thus, in 1981, Management Systems Service was organized for the purpose of developing, testing, refining, and implementing staffing guidelines for all medical facility activities. Since 1981, Management Systems Service has been engaged in work on staffing guidelines, the magnitude of which is unparalleled in the health care industry.

During 1984 and 1985, productivity effectiveness was repeatedly stressed and emphasized, predominantly by the Office of Management and Budget. At the direction of OMB, VHS&RA began to address productivity effectiveness through several new initiatives, i.e., most efficient organization, productivity improvement program, and efficiency reviews; and re-emphasized existing initiatives such as Circular No. A-76, "Performance of Commercial Activities," and cost containment. These functions are assigned to the Strategic Planning Office, Manpower Planning Division.

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1/ Report of Special Survey of Level of Quality of Patient Care in VA Hospitals, House Committee Print No. 163, Washington, DC, October 1974

2/ Health Care for American Veterans, NAS, Washington, DC, June 1977

3/ VA Response to the Study of Health Care for American Veterans, Senate Committee Print No. 7, Washington, DC, September 1977

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5. (Reserved.) BIOMEDICAL ENGINEERING STAFFING GUIDELINES
6. (Reserved.) BUILDING MANAGEMENT STAFFING GUIDELINES
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34. EFFICIENCY REVIEW PROGRAM
35. (Reserved.) MEO (MOST EFFICIENT ORGANIZATION)
36. (Reserved.) PRODUCTIVITY IMPROVEMENT PROGRAM

**RESCISSIONS**

**1. Complete Rescissions**

**Circulars**

10-84-71 and supplements  
10-85-119  
10-85-122  
10-86-70  
10-84-216  
10-85-120  
10-87-89  
10-88-37

**2. Partial Rescissions**

**Circulars**

10-84-14 attachments A, B, E, I, J, K, and M

**CHAPTER 28. SECURITY SERVICE STAFFING GUIDELINES, RCS 10-0665**

**28.01 MISSION**

Provides comprehensive security and law enforcement functions for the protection of life and property in the facility; participates in medical center training programs; serves as facility liaison to law enforcement officials.

**28.02 APPLICABILITY**

The staffing criteria is for use in all facilities where security and law enforcement functions are under the administrative control of the Veterans Health Services and Research Administration.

**28.03 METHOD OF DEVELOPMENT**

The staffing guideline was developed utilizing operational (desk and work place) audit. A definitive assessment, activity and evaluation list, was developed and time estimates for those categories of work were provided by professional staff. Data were reviewed and refined to accurately predict the staff required to support the efforts of security and law enforcement functions.

**28.04 WORKLOAD ACTIVITIES AND UNIT VALUES**

a. Categories of work and time values for security functions are as follows:

	<u>ACTIVITY CODE</u>	<u>MAN-HOUR/ PROCEDURE</u>
<b>SECURITY ACTIVITIES</b>		
<b>(1) <u>VHS&amp;RA Uniform Crime Offenses</u></b>		
Criminal Investigation	505	1.0
Disturbance	510	1.0
Assault	515	1.0
Introduction/Possession - Contraband	520	.3
Bomb Threat	60	3.5
Arrest	530	.5
Stop & Question	535	.2
Traffic Violation - Moving and Non-Moving (Do Not include courtesy violations)	540	.2

	<u>ACTIVITY CODE</u>	<u>MAN-HOURS/ PROCEDURE</u>
<b>(2) <u>Patient Care Related Activities</u></b>		
Hospital Staff Assistance	85	.3
Ambulance Runs/Patient Transportation	90	.5
Missing Patient - Search	555	.5
Movement/Evacuation patient	560	.3
Pickup/Delivery - Medical Supplies	130	.5
<b>(3) <u>Police Services</u></b>		
Assist Law Enforcement Official (warrants, information)	175	.4
Accident/Injury Investigation	575	1.0
Disaster/Fire Alarm Response (Drill/Actual)	580	.5
Lock/Unlock Door Calls	585	.1
Disposition/Unauthorized Vehicle	295	.5
Identification (ID/Pass)	235	.2
Vehicle Registration	240	.2
Key Control	245	.2
Court Appearance	275	3.0
Record Check	250	.1
<b>(4) <u>Administrative Security Services</u></b>		
Operations/Dispatcher Security		
Surveillance (SSTV)	300	_____
Foot Patrol (hours of patrol/quarter)	305	_____
Vehicle Patrol (hours of patrol/quarter)	310	_____
Administrative and supervision functions	315	_____
Secretary/Clerk-Typist	320	_____

	<u>ACTIVITY CODE</u>	<u>ACTUAL MAN-HOURS</u>
Clerical/Typing - Police Officer	325	_____
Training	335	_____
Other (Locksmith/Driver/Officer Assist)	350	_____

b. **PF&D (Personal, Fatigue, and Delay).** Staffing guidelines should take into consideration the time consumed during an 8-hour day (for employees) to attend to:

(1) Personal needs (e.g. coffee breaks, restroom visits, etc.),

(2) Fatigue (the change of pace an employee will experience from the beginning to the end of a shift), and

(3) Unavoidable delays (machine breakdowns, telephone busy signals, etc.). These three types of activities PF&D and travel allowances, are included in the activity/task times.

c. **Unreported Work Activities.** An allowance of 9 percent, based on earned man-hours (quarterly volumes of procedures multiplied by their respective activity/task times), is provided for those activities that are no longer reported. Those activities made up only a small portion of the work volume's earned hours and tracking of those efforts was unnecessarily time consuming. They have been deleted and the allowance factor compensates for that workload.

### 28.05 ESTIMATING METHODOLOGY

The quarterly volumes of workload for Security Service activities are multiplied by their respective activity/task times (man-hours/unit) to obtain earned man-hours; subtotal the earned man-hours, multiply the subtotal by 109 percent (allowance of 9 percent for indirect work activities that will not be reported) plus the actual man-hours (administrative security services); to determine the total earned man-hours. Earned FTEEs are derived by dividing the total earned man-hours by 438 (the Manpower Availability Factor). Actual FTEEs are the result of dividing total paid hours (Activity Code 375) by 520.

## 28.06 GLOSSARY

- a. **Activity Accountability.** Credit for security activities requiring more than one police officer to report to the scene of the incident (i.e., assault, disturbance, stop & question, staff assist, etc.); police officer completing the report will receive credit for the activity, other police officers (backup) assisting will receive credit under Activity Code 350 "Other" by recording the exact amount of time utilized as officer assist.
- b. **Accident/Injury Investigation.** Officer's investigation and write-up of accidents involving private or government vehicles and personal injury accidents.
- c. **Administration and Supervision.** Includes actual time for tasks such as writing and preparing position descriptions, performance evaluations, personnel problems, counseling, work schedules, all training/orientation, preparation and instructions on security procedures, meetings with the director/service chiefs, meetings participating in Safety, EEO, SERP and JCAHO evaluations, compliance with codes, regulations, etc.
- d. **Ambulance Run/Patient Transportation.** Police officers as drivers and escorts assist in transportation of patients by ambulance and other types of vehicle transportation.
- e. **Arrest.** Taking a person into custody that they may be held to answer for a crime.
- f. **Assault.** Actual or attempt to do injury, to another with force or violence. To include assault by patient, employee, visitor, and other.
- g. **Assist Law Enforcement Official.** Police officer assisting any federal, state or local law enforcement agency with information (i.e., warrants, investigations, etc.).
- h. **Clerical/Typing (Police Officer).** Police officers performing typing, filing, and receptionist duties (total hours worked/quarter). Do not include manhours for typing incident reports.
- i. **Bomb Threat.** A declaration of intent to inflict damage to a building, people, etc.
- j. **Court Appearance.** Police officers' attendance in Court to give testimony, bring documents or other papers pertinent to a court case.
- k. **Criminal Investigation.** Include forced entries, thefts (personal/government property, M-1, automobile, drugs), robbery, rape, manslaughter, vandalism, arson, receiving/selling stolen property, vice/soliciting and property lost or damaged.
- l. **Disaster/Fire Code Alarm.** Taking appropriate police actions (assisting medical staff, traffic/crowd control, communications through portable radios) in drills or actual incidents.
- m. **Disposition of Unauthorized Vehicles.** Vehicles found on the health care facility's grounds that have been abandoned (towing as applicable).

- n. **Disturbances.** Interruption of the normal operation of the medical facility (only the police officer completing the report will be counted). To include disturbances by patient, employee, visitor, and other.
- o. **Hospital Staff Assistance.** Request for assistance by physicians/nursing staff in processing disturbed patients or control of patient area.
- p. **Identification (I.D. Cards/Passes).** Preparation/issuing, typing losses and billings (employee's fees for loss of I.D. cards) reports of identification cards for employees, vendors, contractors and volunteers (include temporary passes to visitors, fingerprinting, etc.).
- q. **Introduction/Possession - Contraband.** The detection and interception of liquor, drugs, and weapons. To include introduction/possession of drugs, liquor, and weapons, by patients, employees, visitors, and others.
- r. **Key Control.** Issuing/receipt of keys, typing lost and billed (employee must pay fee for loss of key) key reports, and storage of key blanks. Personnel assigned to Security Service as a Locksmith who does not issue/receive keys, will be accounted for in Activity Code 350a.
- s. **Lock/Unlock Door Call.** Calls received to lock or unlock specific doors. Do Not include routine AM and PM locking/unlocking of doors (see patrol foot or vehicle).
- t. **Missing Patient Search.** Police officers searching the hospital grounds to include the perimeter, and buildings for missing patients.
- u. **Movement/Evacuation Patient.** Police officer assisting patients, visitors and employees trapped (e.g., in elevator, bathroom, interstitial space, etc.).
- v. **Operations/Dispatcher Security Surveillance (SSTV).** Monitoring TV screens connected to multi-cameras, receiving telephone calls, dispatcher of police to scene of incidents. Do not double count (i.e., officer is typing reports) by listing man-hours under operations, and procedure count.
- w. **Other.** Personnel (Locksmith and Drivers, other than security personnel) assigned to Security Service and receive their work assignments through Security Service. Police officer (backup) assisting another VA police Officer (i.e., disturbance, assault, stop and question).
- x. **Patrol - Foot or Vehicle.** All routine foot patrol internal and external and vehicle patrol of the health care facility (building check, AM/PM routine locking and unlocking doors, and perimeter gates).
- y. **Pick-up/Delivery.** Police officer responds to calls from hospital staff to pick-up/deliver medical equipment, blood, drugs, and to include nuclear medicine shipments.
- z. **Record Check.** Record checks through NCIC (National Crime Information Center), DMV (Department of Motor Vehicles), and local law enforcement, for vehicles, patients, etc., and including the time for preparing reports (i.e., NCIC Query).
- aa. **Vehicle Registration.** Preparing vehicle registration card/parking permits for employees, handicapped, contractors, and volunteers.

bb. **Secretary/Clerk Typist.** Secretary/clerk typist positions of the Chief, Security Service (total hours worked/quarter).

cc. **Stop and Question.** Stopping a person(s) based on reasonable suspicion that the person(s) leaving VA medical center buildings carrying boxes, cartons, packages and paper or plastic bags may be involved in a crime. The police officer completing the written report will take credit for the activity, other police officers assisting (backup) will receive credit under Activity Code 350 "Other" by recording the exact amount of time utilized as officer assist. Investigative detention/voluntary stop of a person's movement for a brief period should not be recorded under "Stop and Question."

dd. **Traffic Violations (Do not include courtesy violation notices).** Moving (i.e., speeding), non-moving (i.e., parking in reserved areas, fire lanes and on grassy areas).

ee. **Training.** All training (seminars, conferences, specialized training) on and off the station, for Security Personnel. Include time for preparation for training sessions and for preparation of training material.

#### 28.07 WORKLOAD DATA SOURCE

a. All facilities will report their staffing data on a quarterly basis in accordance with the instructions contained in chapter 2. The data must be entered on the VA Form 10-00571, SECS (Security Service) Activities Workload Statistics Worksheet, prior to transcribing to VA Form 10-0067, Workload Statistics Codesheet, to be keypunched and transmitted to the Austin DPC. The data for this report are reported under RCS 10-0665. A blank copy of VA Form 10-00571 is contained in appendix 28A and a partially completed example of VA Form 10-0067 is contained in appendix 28B.

b. VA Form 10-0067 is available from the VA Forms and Publications Depot and can be obtained through normal supply channels. Because of the rapidly changing nature of VA Form 10-0067, an exception has been granted and the blank VA Form 10-00571 contained in appendix 28A is authorized for local reproduction. Once the data to be gathered have stabilized, the form will be printed and stocked in VA Forms and Publications Depot.

c. VA Form 10-0123, Police Activity Worksheet, Appendix 28C, is provided to assist facilities in the collection and tabulation of daily police workload activity. VA Form 10-0123 is available from the VA Forms and Publications Depot and can be obtained through normal supply channels.

April 21, 1989

M-1, Part IX  
Chapter 28  
APPENDIX 28A

SECS (SECURITY SERVICE) ACTIVITIES  
WORKLOAD STATISTICS WORKSHEET  
(RCS 10-0665)

VAMC: \_\_\_\_\_

FACILITY NUMBER: \_\_\_\_\_

QUARTER ENDING: \_\_\_\_\_

FISCAL YEAR: \_\_\_\_\_

CHIEF: \_\_\_\_\_

FTS NUMBER: \_\_\_\_\_

DESCRIPTION	ACTIVITY CODE	DATA FOR QUARTER
<u>VHS&amp;RA Uniform Crime Offenses</u>		
Criminal Investigation	505 _____	Investigation
Disturbance	510 _____	Occurrence
Assault	515 _____	Occurrence
Introduction/Possession - Contraband	520 _____	Occurrence
Bomb Threat	60 _____	Occurrence
Arrest	530 _____	Occurrence
Stop & Question	535 _____	Occurrence
Traffic Violation - Moving and Non-Moving (Do not include courtesy violations)	540 _____	Violation
<u>Patient Care Related Activities</u>		
Hospital Staff Assistance (not recorded elsewhere)	85 _____	Assistance
Ambulance Runs/Patient Transportation	90 _____	Trip
Missing Patient - Search	555 _____	Patient
Movement/Evacuation Patient	560 _____	Occurrence
Pick-up/Delivery - Medical Supplies	130 _____	Occurrence

VA FORM 10-00571  
SEPTEMBER 1988

SECS (SECURITY SERVICE) ACTIVITIES

VAMC: \_\_\_\_\_ FACILITY NUMBER: \_\_\_\_\_

QUARTER ENDING: \_\_\_\_\_ FISCAL YEAR: \_\_\_\_\_

DESCRIPTION	ACTIVITY CODE	DATA FOR QUARTER
<u>Police Services</u>		
Assist Law Enforcement Official (warrants/info)	175	_____ Assistance
Accident/Injury Investigation	575	_____ Occurrence
Disaster/Fire Alarm Response (Actual/Drill)	580	_____ Alarm
Lock/Unlock Door Call	585	_____ Occurrence
Disposition/Unauthorized Vehicle	295	_____ Occurrence
Identification (ID/Pass)	235	_____ Occurrence
Vehicle Registration	240	_____ Occurrence
Key Control	245	_____ Occurrence
Court Appearance	275	_____ Occurrence
Record Check	250	_____ Occurrence
<u>Administrative Security Services</u>		
Operations/Dispatcher Security Surveillance (SSTV)	300	_____ Hours
Foot Patrol (Actual hours of patrol/quarter)	305	_____ Hours
Vehicle Patrol (Actual hours of patrol/quarter)	310	_____ Hours
Administrative and Supervision functions	315	_____ Hours
Secretary/Clerk Typist	320	_____ Hours
Clerical/Typing - Police Officer	325	_____ Hours
Training	335	_____ Hours
Other (Locksmith/Driver/Officer Assist)	350	_____ Hours

**SECS (SECURITY SERVICE) ACTIVITIES**

VAMC: \_\_\_\_\_ FACILITY NUMBER: \_\_\_\_\_

QUARTER ENDING: \_\_\_\_\_ FISCAL YEAR: \_\_\_\_\_

**STAFFING UTILIZATION DATA**

DESCRIPTION	ACTIVITY CODE	DATA FOR QUARTER
<p><b>TOTAL HOURS WORKED</b> Report hours actually worked performing Security Service activities; i.e., hours spent on the job. These hours should include the normal duty hours, overtime/compensatory hours, and uncompensated hours worked by employees work study students, WOC appointed personnel, etc.</p>	400	_____ HOURS
<p><b>VOLUNTEER HOURS WORKED</b> Report time devoted to activities of Security Service by formal volunteers.</p>	405	_____ HOURS
<p><b>TOTAL PAID HOURS</b> Report the number of man-hours paid during the report period for all of the Security Service Employees. Include hours for authorized paid overtime, leave and holidays.</p>	375	_____ HOURS
<p><b>PAID OVERTIME HOURS</b> Report the paid hours worked by Security Service employees in excess of eight hours in a day or fourty hours in an administrative workweek. These hours should be included in the total paid hours.</p>	380	_____ HOURS
<p><b>COP (CONTINUATION OF PAY) HOURS (45 days or less)</b> Report the total number of COP hours due to job-related injuries for all employees whose paid hours are charged to the Security Service. These hours should be included in the total paid hours.</p>	385	_____ HOURS

SECS (SECURITY SERVICE) ACTIVITIES

VAMC: \_\_\_\_\_ FACILITY NUMBER: \_\_\_\_\_

QUARTER ENDING: \_\_\_\_\_ FISCAL YEAR: \_\_\_\_\_

STAFFING UTILIZATION DATA--Continued

DESCRIPTION	ACTIVITY CODE	DATA FOR QUARTER
TOTAL UNPAID LWOP (LEAVE WITHOUT PAY) AND AWOL (ABSENCE WITHOUT LEAVE) HOURS. Report the total number of hours officially recorded as LWOP or AWOL for all employees assigned to the Security Service.	420	_____ HOURS
TOTAL FUNDED FTEE Record the full-time employee equivalents of the Security Service for the total number of positions that are filled, plus any additional positions for which funds are available for recruitment and placement as of the end of the report period.	395	_____ FTEE
MAN-HOURS BORROWED Report the hours spent performing Security Service Activities by employees assigned to another service.	695	_____ HOURS
MAN-HOURS LOANED Report the hours spent by employees of Security Service performing activities of another service.	700	_____ HOURS



 <b>Veterans Administration</b>		<b>VA POLICE ACTIVITY WORKSHEET</b>		
OFFICER IDENTIFICATION				
1. NAME (Last, First, MI)		2. BADGE NO.		3. DATE
SMITH, JOHN R.		234		11/14/88
WATCH PERIOD				
FROM:		TO:		
9:00 A.M.		4:00 P.M.		
CODE	ACTIVITY	NO.	ACTUAL TIME	REMARKS
505	Criminal Investigation	1		
510	Disturbance			
515	Assault			
520	Intro/poss contraband	1		
525	Bomb Threat			
530	Arrest	1		
535	Stop & Question	2		
540	Traffic Violation	1		
545	Med Staff Assist	1		
550	Amb/Patient Transport			
555	Missing Patient Search	1		
560	Move or Evac Patient			
565	Pickup & Delivery	1		
570	Assist LE Officer	1		
575	Accident/Injury Inves.			
580	Alarm Response			
585	Lock/Unlock Doors	2		
590	Disp. Unauth. Vehicle			
595	ID Pass Processing	2		
600	Vehicle Registration	1		
605	Key Control	2		
610	Court Appearance			
615	Records Check	2		
620	Opns. Desk/SSTV			
625	Foot Patrol	2		
630	Vehicle Patrol	1		
635	Admin/Supervisory			
640	Secy. Clerical/Typing			
645	Police Clerical/Typing			
650	Training			
655	Other			
Instructions: For daily use by watch officers to log activities.				

SEP 21 1989

April 21, 1989

1. Transmitted is a new Veterans Health Services and Research Administration's Manual M-1, "Operations," Part IX, "Staffing Guidelines and Productivity Enhancements," Chapter 1, "General;" Chapter 2, "Quarterly Reporting Requirements," Chapter 4, "Audiology and Speech Pathology Staffing Guidelines;" Chapter 8, "Dietetic Service Staffing Guidelines;" Chapter 9, "EEG (Electroencephalographic) Laboratory Staffing Guidelines;" Chapter 11, "Fiscal Service Staffing Guideline;" "Chapter 16, "Medical Service Staffing Guidelines;" Chapter 17, "Nuclear Medicine Service Staffing Guidelines;" Chapter 20, "Personnel Service Staffing Guidelines;" Chapter 21, "Pharmacy Service Staffing Guidelines;" Chapter 26, "Recreation Service Staffing Guideline;" Chapter 28, "Security Service Staffing Guidelines;" and Chapter 29, "Social Work Service Staffing Guidelines".

2. Principal policies are:

a. **Paragraph 1.01:** Defines staffing guidelines as an analytical method for determining FTEE requirements based on predetermined workload time values.

b. **Paragraph 1.03:** Cites the delegation of authority for developing, refining and implementing staffing guidelines to the Planning and Evaluation Service under the Director (ACMD), Strategic Planning, (10A4).

3. Filing Instructions:

Insert pages

Cover through vi

1-i through 1-2

2-i thru 2-9

4-i thru 4B-1

8-i thru 8E-1

9-i thru 9B-1

11-i thru 11B-1

16-i thru 16G-1

17-i thru 17B-1

20-i thru 20B-1

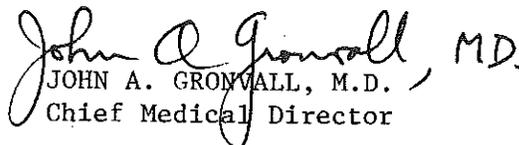
21-i thru 21B-7

26-i thru 26B-1

28-i thru 28C-1

29-i thru 29B-1

4. **RESCISSIONS:** Attachments A, B, E, I, J, K and M to Circular 10-84-14, dated February 6, 1984; Circular 10-84-171, dated October 3, 1984 and all supplements; Circular 10-84-216, dated December 20, 1984, and all supplements; Circular 10-85-119, dated July 25, 1985, and all supplements; Circular 10-85-122, dated August 6, 1985, and all supplements; Circular 10-86-70, dated June 5, 1986, and all supplements; Circular 10-85-120, dated July 26, 1985, and all supplements; Circular 10-87-98, dated August 27, 1987, and all supplements.

  
JOHN A. GRONVALL, M.D.  
Chief Medical Director

Distribution: RPC: 1150 is assigned  
FD

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August 22, 1991

1. Transmitted is a new chapter to the Department of Veterans Affairs, Veterans Health Administration Manual M-1, "Operations," Part IX, "Staffing Guidelines and Productivity Enhancements," Chapter 34, "Efficiency Review Program."

2. Principal purposes for this chapter are:

a. Paragraph 34.04: Identifies the levels of management responsibilities to ensure effectiveness of the program.

b. Paragraph 34.05: Establishes the management reports, control policy and identification of three required internal management reports.

c. Paragraph 34.06: Explains the purpose, content and utility of the VHA (Veterans Health Administration) Efficiency Review Management Information tracking system.

d. Paragraph 34.07: Describes the procedures for reporting and implementing approved Efficiency Review recommendations.

e. Appendices 34A through 34C: Provides instructions for preparing the three Efficiency Review reports.

f. Appendix 34D: A table of recommendation codes resulting from the efficiency improvements which are to be used in preparing the Implementation Report.

g. Appendices 34E and 34F: The format for the Efficiency Review study reports.

h. Appendix 34G: A checklist to be used by the Regional Director to assess the Efficiency Review management study.

### 3. Filing Instructions

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34-i through 34G-1

4. RESCISSIONS: Circular 10-88-37 dated April 11, 1988, and all supplements thereto.

  
JAMES W. HOLSINGER, JR., M.D.  
Chief Medical Director

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1. Transmitted is a new chapter to the Department of Veterans Affairs, Veterans Health Administration Manual M-1, "Operations," Part IX, "Staffing Guidelines and Productivity Enhancements," Chapter 34, "Efficiency Review Program."

2. Principal purposes for this chapter are:

a. Paragraph 34.04: Identifies the levels of management responsibilities to ensure effectiveness of the program.

b. Paragraph 34.05: Establishes the management reports, control policy and identification of three required internal management reports.

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