

Manual M-1, Operations. Part V, Performance Standards

Chapter 1, Supply (Sections I through V (Paragraphs 1.01 through 1.18); Exhibit A through Exhibit C)

Reflects changes to Chapter 1 through Interim Issue 10-80-3, dated January 8, 1980

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VETERANS ADMINISTRATION

DEPARTMENT OF MEDICINE AND SURGERY MANUAL

OPERATIONS



PART FIVE

PERFORMANCE STANDARDS

July 1, 1959

Part V, "Performance Standards," VA Department of Medicine and Surgery Manual M-1, "Operations," is published for the compliance of all concerned.



WILLIAM S. MIDDLETON, M.D.
Chief Medical Director

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a. Circulars

- 10-184, 1958 ✓ 10-62-159 (c.6)
- 10-18, 1959 ✓ 10-62-199 "
- 10-231, 1959 ✓ 10-63-218 (c.8)
- 10-156, 1960 ✓ 10-64-1 (c.10)
- 10-156, 1960 ✓ 10-64-241 (c.11)
- [10-46, 1961] ✓

b. Interim Issues

- II 10-367 ✓

[c. Manuals

- Ch. 20, DM&S Manual M-1, pt. I] ✓
- (c.4) — Ch. 4, DM&S Supplement, MP-4, Part I. ✓

CHAPTER 1. SUPPLY

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CHAPTER 1. SUPPLY

SECTION I. GENERAL

1.01 OBJECTIVES

[available] (c.1)
The primary function of the Supply Work Rate Performance Standards Program is to further the best use of available manpower. Work rate standards have been established which indicate how much time should normally be spent by average qualified employees over an extended period of time to produce a given unit of work. The standards will enable management to maintain effective utilization of personnel and to justify the budget for enough people to render proper service. Standards are not ends in themselves, but can become useful tools of measurement and appraisal for better management control. They should not be considered merely as goals to increase production, but as aids to enable supervisors to participate more actively and effectively in their management responsibilities.

1.02 TYPES OF STANDARDS

Two types of standards, which are interrelated, have been established:

a. Work rate standards, which specify how much time should normally be spent in producing a given volume of measured work units by average employees, qualified by proper training and experience, working under normal conditions at a pace which can be sustained without undue fatigue.

b. Quality standards, which specify how well the work should be done, against the criteria of accuracy, timeliness, and compliance with mandatory procedures.

1.03 USE OF STANDARDS

The standards are intended to serve as aids to Central Office program officials, area officials, field station Managers and their staffs, and firstline supervisors in:

a. Maintaining efficient service through:

- (1) Provision of adequate manpower to do the job well.
- (2) Definition of quality goals and the extent of normal deviation that may be accepted.

b. Maintaining a balance of manpower and workload through:

- (1) Association of work volume with manpower to determine rate of performance.
- (2) Comparison of actual performance with the standard to reveal out-of-line/conditions.
- (3) Isolating out-of-line performance by organizational location and type of work.
- (4) Determination of the extent of insufficient or excessive manpower in relation to current and anticipated work volume.

c. Estimating and justifying personnel requirements in budget preparation through:

- (1) Association of predicted workload with the proper number of employees.
- (2) Determination of need for overhead positions on the basis of established ratios of direct to indirect labor.

- (3) Determination of dollar cost for personal services in terms of salaries for the numbers and types of positions required.
- d. Improving operating methods and procedures through:
 - (1) Direction of supervisory and management attention to work areas where performance effectiveness is abnormally high or low.
 - (2) Distinction between out-of-line performance due to uncontrollable circumstances and out-of-line performance which can be improved.
 - (3) Revealing areas where work simplification techniques could be applied.
- e. Improving personnel administration through:
 - (1) Provision of criteria for satisfactory performance.
 - (2) Identifying the need for additional training activities.
 - (3) Revealing instances of outstanding performance for appropriate recognition and reward under the Incentive Awards Program.
- f. Evaluating operating performance and manpower utilization effectiveness in field stations through:
 - (1) Promoting common understanding as to the requirements of satisfactory performance.
 - (2) Enabling concentration of attention in those areas where out-of-line conditions are revealed.
 - (3) Affording the opportunity to relate spot checks and sampling inspections to definite criteria of quality and quantity.
 - (4) Selectively scheduling visits to stations with consistently high or low effectiveness.

1.04 RESPONSIBILITY

The Chief, Supply Division, at each station will be responsible for the daily supervision of this program. Additional instructions or clarification will be provided upon request. All questions will be directed to:

134F
 Department of Medicine and Surgery (134E)
 Veterans Administration Central Office
 Washington 25, D.C.

1.05 DEFINITION OF TERMS

- a. Work Unit.--A selected countable product of a work action or related series of work actions. A work unit may be an end product itself or a constituent part of an end product.
- b. Reportable Work Unit.--A specified work unit or an unvarying combination of work units that is counted for reporting purposes.
- c. Component Work Unit.--A work unit which is not counted for reporting purposes, but for which time is weighted into the standard. Detailed count of the component work units is not maintained except as required for frequency analysis.
- d. Work Rate Standard.--The expression in decimal hours of an established time that it should normally take to produce one defined unit of work. The work rate standard includes productive time and allowances but does not include leave.

e. Weighted Time Value.--A standard time value applied to a reportable work unit which allows sufficient time for all related component work units.

f. Allowance.--Time spent by an employee during the workday that is not directly devoted to actions that are part of a work process. Allowance time is made up of the following categories:

- (1) Personal Needs. Time spent on authorized break periods, trips to washrooms, water coolers, etc. Such time benefits the individual and the office by relieving fatigue and monotony, and provides a renewal of energy that is reflected in the quality and quantity of production.
- (2) Training. Time spent in formal training sessions or in training on the job. Such training is necessitated by personnel turnover or by changes in legislation, policy, and procedure. Effective training results ultimately in more and better production, thus offsetting any immediate loss of time for productive work. Training time also includes time for reading of circulars, bulletins, etc.
- (3) Working Aid Maintenance. Time spent in necessary activities which do not result in the production of work units. Examples of these activities are:
 - (a) Maintaining and adjusting equipment, such as typewriters, calculating machines, and reproduction devices.
 - (b) Preparing and keeping up to date working aids such as charts, graphs, publications, and reference books.
 - (c) Housekeeping, such as sweeping warehouse floor, dusting bins, etc.
- (4) Supervision. Time spent by working supervisors in overhead activity normally required in section administration.
- (5) Miscellaneous Activities and Unavoidable Delays. Time spent in such activities as special assignments, membership on committees and boards, and approved civic and welfare activities such as charity drives, hospitalization plans, fire prevention, and Civil Defense. Unavoidable delays include interruptions because of irregular workflow, lack of supplies, equipment failure, or other reasons beyond the employee's control.

g. Direct Labor.--Work effort directly devoted toward the production of work units.

h. Indirect Labor.--Work effort devoted to such activities as management, administration, overhead, and secretarial tasks in the office of Chief, Supply Division. Such duties are characteristic of the positions of Chief, Supply Division, Assistant Chief, and Secretary to the Chief. Variations to this pattern will be based on local conditions. For example, a liaison representative in a regional office or other VA field station will be considered as indirect labor. In the case of a working supervisor who serves as acting chief or assistant chief, the time spent in indirect labor should be reported as detailed from the section into the office of chief.

i. Working Supervisor.--An employee engaged in both direct labor and supervision. Time for all work effort of a working supervisor is charged to direct labor, except for such time as may be detailed to the office of chief to cover part-time overhead activities.

j. Measured Work.--All direct labor activities performed in a function for which work rate standards are established.

k. Unmeasured Work.--Activities for which no work rate standards or staffing ratios have been set at this time. These are activities which do not occur on a regular continuing basis or are not common to all stations.

l. Quality Standard.--A criterion of accuracy, timeliness, or compliance with mandatory procedures, against which a selected sample of work may be compared. Quality standards include a percentage factor which represents the percentage of error which will determine whether or not the quality of work is acceptable.

m. Frequency of Occurrence.--Also called "frequency distribution." The number of times that a component work unit occurs in relation to the reportable work unit with which it is associated.

n. Frequency Analysis.--Statistical analysis of the frequency distribution at an individual station as compared to the frequency distribution allowed in the work rate standard. The procedure for such analysis is explained in section V.

o. Out-of-Line Performance.--Performance effectiveness in any section of less than 80 percent or more than 120 percent under the work rate standards, or a percentage of effectiveness lower than that which is allowed in the quality standards.

p. Nonsupply Employees.--Employees under the administrative jurisdiction of Supply performing tasks other than those directly concerned with procurement, property management, and accounting, and storage and distribution, such as equipment repairmen, chauffeurs, tailors, etc.

(c.1)
(c.2)
~~q. Productivity (Man-Hour).--The ratio expressed as a percentage of standard man-hours produced to man-hours available.~~

SECTION II. WORK RATE STANDARDS

1.06 CONSTRUCTION OF WORK UNITS

a. The standard for each reportable work unit includes time for various component work units. The following list shows the component included under each reportable work unit. Detailed description of each work unit is contained under subparagraph b below. The work units identified as reportable are the only ones to be counted for reporting purposes.

(1) Purchase and Contract Section

101 (Reportable work unit) Line items purchased or sold.

Count: Line items on all purchase or sales documents except VA Form 10-2696.

~~102~~ Line items purchased from patients' funds.

103 Processing purchase requests.

104 Telephone quotations.

105 Preparing informal quotations.

106 Abstracting informal quotations.

107 Preparing bid invitations.

108 Abstracting bids.

109 Followup on delinquent deliveries.

110 Contacts regarding purchases.

111 Contacts with salesmen.

112 Preparing purchase orders for mailing.

113 Cash purchases.

114 Contract files.

115 Estimates of obligations.

116 Commodity index file and bidders mailing list.

117 Bills of lading.

118 Procurement data file.

119 General correspondence.

[207] Supply Fund commitment register (only if maintained in Purchase and Contract Section).

303 Picking up purchases (only if done in Purchase and Contract Section).

(2) Inventory Management Section

201 (Reportable work unit) Line items requisitioned.

Count: Line items requisitioned.

202 Preparation of tub file cards.

203 Recording dues-in and dues-out.

(chg. 13)

- 204 Receipts ^{* Processed Stores} ~~low sales~~ items.
- 205 Receipts and adjustment transactions.
- 206 Requests for cataloging--expendable.
- 207 Supply Fund commitment register.
- 208 Maintenance of ^{* Processed Stores} ~~low sales~~ replenishment card files.
- 209 Cataloging--nonexpendable.

(chg. 13)

211 (Reportable work unit) Posted issues.

Count: Line items issued.

- 212 Burial flag applications.
- 213 Maintenance of CMR (consolidated memorandum receipt) accounts.
- 214 Posting catalogs.
- 215 Filing receipts on controlled expendable items.
- 216 Keys.
- 217 Furnishing information from stock records.
- 218 Filing correspondence.
- 219 Reviewing VA Forms 2237.
- 220 Employee clearances.
- 241 Inventory (warehouse).
- 251 Excess.

(chg. 13)

221 (Reportable work unit) Unposted, ^{* Processed Stores} ~~low sales~~, and service transactions.

Count: Transaction cards prepared.

- 222 Numbering and recording vouchers.
- 223 Posting to VA Form 6112.
- 224 Filing vouchers.

(3) Storage and Distribution Section

301 (Reportable work unit) Receipts.

Count: Line items received from all outside sources.

- 302 Unpacking and/or storing.
- 303 Picking up purchases (only if done in Storage and Distribution Section).
- 304 Turn-ins.

- 305 Filing: vendor's file.
- 306 Packing and shipping.
- 201 Line items requisitioned (forms--only if done in Storage and Distribution Section).
- 211 Posted issues (forms--only if done in Storage and Distribution Section).
- 311 (Reportable work unit) Issues.
Count: Line items of supplies and equipment issued, both posted and unposted.

b. Following is a listing of all the measured work units by code number, including a description of the work unit and indicating the items to be counted. Only those identified as reportable work units under subparagraph a above will be counted for reporting purposes. A detailed count of the component work units will be required only if it is necessary to make an analysis of frequency. Wherever blank forms activities are concerned, they are counted in the same manner as any other item.

(1) Purchase and Contract

- 101 Line Items Purchased or Sold. Typing [] purchase order[; typing] information on VA Form 2237 against blanket purchases; preparing tax exemption and narcotics certificates; arranging for obligation of [] funds; [preparing notice of sale;] preparing SF 1114 [] and depositing funds with agent cashier; typing and distributing documents for cash purchases; [all actions concerning purchases from patients' funds;] establishing and maintaining purchase order register. (Exclude machine prepared GSA requests.)

Count: Line items on all purchase or sales documents prepared[. On purchase documents, count each item for which the price has been extended. On blanket purchase orders for items such as bread, milk, ice cream mix, blood and gases, count one line item per month for each item ordered one or more times during the month. On sales documents, count line items on SF 1114 and GSA Form 1673.]

[]

- 103 Processing Purchase Requests. Checking contracts; pulling procurement data cards; determining source, authority, and method of purchase; developing appropriate conditions and specifications; securing approvals; determining availability of funds; determining appropriate accounting classification; determining method of transportation []. Includes VA Form 2237 for indefinite service contracts.

Count: VA Forms 2237 or other requesting documents processed for purchase action.

- 104 Telephone Quotations. Selecting prospective vendors; securing telephone quotations and indicating prices, etc., on VA Form 2237.

Count: Telephone contacts.

- 105 Preparing Informal Quotations. Selecting [] names and addresses of [] appropriate prospective bidders; typing the terms and specifications on SF 18 from the approved VA Form 2237; mailing.

Count: Line items solicited.

- 106 Abstracting Informal Quotations. Entering on VA Form 2232 item numbers, name[s] of bidder[s]; recording bid data; tabulating aggregate figures; identifying items or groups of items awarded to specific bidders; recording reasons for award to other than low bidder [].

Count: Numbered items recorded on VA Form 2232 or [similar] document[].

- 107 Preparing Bid Invitations. Preparing bid invitations for purchase[s] and sales; [] cutting SF 33, 36, and 114 stencils reflecting items, specifications and provisions; selecting names and addresses of prospective bidders; addressing envelopes; mailing; preparing VA Form 2232; preparing file folders.

Count: Line items on completed bid stencils.

- 108 Abstracting Bids. Entering on VA Form 2232 item numbers, names of bidders; recording bid data at bid openings; tabulating aggregate figures; identifying items or groups of items awarded to specific bidders; recording method of award; [determining bidder responsibility;] executing contract; assigning contract numbers; preparing contract folders [; maintaining Contractor's performance records.]

Count: Numbered items recorded on VA Forms 2232.

- 109 Followup on Delinquent Deliveries. Composing, dictating, transcribing, reviewing, and distributing letters or telegrams [] to vendors on delinquent or rejected deliveries. [Followup on machine prepared GSA requests and resolving discrepancies with GSA.]

Count: [Letters or telegrams to vendors or to GSA.]

- 110 Contacts Regarding Purchases. Telephone or personal contact[s] with vendors, warehouse, and using division representatives to obtain or explain [information about] procurement specifications, purchase actions, deliveries, prices, bills of lading, etc.

Count: [Personal or telephone contacts made.]

- 111 Contacts With Salesmen. Personal interviews [and] telephone inquiries which are not directly related to a specific procurement action.

Count: Contacts made.

- 112 Preparing Purchase Orders for Mailing. [] Assembling purchase orders and supporting papers; addressing and placing orders in envelopes; preparing letters of amendment; distributing and filing [] copies; selecting the appropriate file folder [] and returning it to file.

Count: Purchase orders or letter orders prepared for mailing.

- 113 Cash Purchases. Obtaining funds from agent cashier or imprest fund cashier; executing receipt; payment of purchase; returning cash and receipt to [] cashier [; preparing and processing SF 1129, Reimbursement Voucher, and maintaining reimbursement voucher register.]

Count: Separate cash purchase transactions.

November 12, 1965

M-1, Part V
Change 13

114 Contract Files. Posting item numbers, subitem numbers, change of names, addresses and prices to general schedules and decentralized contracts; distribution to interested divisions; filing.

Count: [] Each change posted to a schedule or decentralized contract requiring a posting to an item number, change of address, etc.

- 115 Estimates of Obligations. Determining fiscal requirements; typing VA Form 4-1358, obtaining approval and obligation; preparing liquidating documents.
Count: VA Form 4-1358 prepared.
- 116 Commodity Index File and Bidders Mailing List. Determining the commodities normally required by the station; preparing and mailing SF 129 to potential bidders; filing, reviewing, and annotating SF 129 of debarred bidders.
Count: Line items changed, deleted, and added.
- 117 Bills of Lading. Determining the freight classification, routing, and rates; typing; securing signature of issuing official; obligation; recording in appropriate register, issuing certificates for lost bills of lading; preparing consignee certificate; correspondence; conversion of commercial bill of lading to Government bill of lading; accomplishing bills of lading; distributing and filing documents.
Count: Documents prepared.
- 118 Procurement Data File. Recording on the procurement data card: station number, nomenclature, unit of issue, VA or FS number, terms, f.o.b. point, etc., and any deletions and additions including adding new items and removing inactive items.
Count: Cards changed, added, or removed.
- 119 General Correspondence. Composing, dictating, transcribing, and typing memoranda, letters, or telegrams related to the procurement function, other than correspondence specified elsewhere (includes letters ordering training films).
Count: Communications prepared.

(2) Inventory Management

- 201 Line Items Requisitioned. Developing stock replenishment requisitions and editing machine prepared requisitions; reviewing requirements analysis listing and processed stores and forms stock replenishment cards for determination of items and quantities to be ordered and stock levels; preparing VA Forms [07-2237] and requisition work cards; preparing extracts and typing VA Forms [07-2237] for dues-out; screening excess lists; requisitioning books; abstracting VA Forms [07-2237], and letters and VA Forms [07-134] for Service and Reclamation. Maintaining format of requisition register; recording requisition number, date, etc. in requisition register; obtaining signatures, mailing, and distributing copies, amendments or cancellation of requisitions. Preparing file folder, filing station copy and supporting documents; annotating requisitions; recording data from information copy, i.e., back orders, cancellations, substitutes, forwarding information to Fiscal and other interested divisions; returning folder to file. Includes all requests for posted and unposted items made by Inventory Management Section to GSA depots, VA depots, Purchase and Contract Section, other VA stations, or other Government agencies.
Count: Line items requisitioned.
- 202 Preparation of Tub File Cards. Preparing tub file cards (expendable and nonexpendable); verification with receipt transaction cards; and filing in tub file.
Count: Tub file cards created (excludes those tub file cards prepared by servicing Data Processing Division).

203 Recording Dues-In and Dues-Out. Preparing due-in, due-out, and due-out cancellation cards. Includes notifying using divisions of status, insertion of due-in and due-out transaction cards in the monthly holding file, and filing due-out cancellation cards in the tub files.

Count: Line items recorded due-in on acquisition documents or due-out on issue documents.

204 Receipts [Processed Stores] Items. Posting of new balances to replenishment cards as a result of receipts.

Count: Line items posted.

205 Receipts and Adjustment Transactions. Checking due-in cards against receiving reports; making corrections to due-in cards; preparing posted receipt transaction cards for all regular receipts and preparing debit and/or credit miscellaneous transaction cards, such as for adjustment vouchers, report of survey, issue reversals, stock turn-ins, etc. Includes verification of punched cards with source document.

Count: Debit and credit transaction cards prepared.

206 Requests for Cataloging--Expendable. Determining need for cataloging preparation and processing of catalog requests. Includes preparation of stock balance requirements analysis, issue book cards on new items, maintenance of EAM (electrical accounting machine) area catalog files, and preparation of perpetual inventory work cards.

Count: Line items processed on requests.

207 Supply Fund Commitment Register. Maintaining format of the register; posting commitments and any adjustment; tabulating current totals, etc.

Count: Line entries posted to register.

208 Maintenance of Processed Stores Replenishment Card Files. Cataloging; determining unit of issue, safety level, unit price, quantity, etc., on the card; preparing signal cards and transferring information from old to new cards; filing new and inactive replenishment cards.

Count: Cards added, deleted, or changed.

209 Cataloging--Nonexpendable. Time spent in cataloging, including determining abbreviated and expanded descriptions, unit of issue; assigning local number, type codes; preparation of identification cards and complete nomenclature catalog cards; maintenance of catalog card files.

Count: Line items cataloged.

211 Posted Issues. Conducting representative check of issue books to determine that quantities requested do not exceed the consumer level; counting tub file card balances for dietetic weekly order sheets; processing of issue books over the tub file to select tub file cards representing items requested; forwarding to key-punch operator tub cards requiring quantity breakdown; filing

new tub cards in tub file; annotating issue request lists and books reflecting quantities back ordered; prorating issues and making substitutions; manually posting changes to issue books; forwarding tub file cards to [servicing Data Processing Division;] editing of credit issue vouchers, [including the processing of sales reversals as a result of warehouse refusals;] ~~processing low sales request listings; pricing, [including manual posting for forms; inventory of form and supply closets and other related duties of the automatic issue program.]~~ (chg 13)

* analyzing Processed Stores

Count: Line items issued. [Each individual issue abstracted from an issue document will be counted as a line item, even though a number of such issues may be shown as a single line item on the credit issue voucher.]

- [212] Burial Flag Applications. Reviewing each application for completeness and validity of issue; preparing replacement shipping labels; preparing consolidated property voucher; correspondence.

Count: Applications processed.

- [213] Maintenance of CMR Accounts. Preparing inventory schedules, worksheets, and notifying the responsible officials of the scheduled date; assisting in conducting CMR inventories; bringing the CMR account up to date as a result of inventory; preparing report of survey or adjustment voucher for any resulting overages and/or shortages; preparing new or replacement CMR's; securing signatures of responsible officials; removing and filing inactive debit and credit slips. Selecting the appropriate CMR account, locating the item affected, making the pencil entry of the current balance on the margin, and entering returns and initial issues. Maintaining nonexpendable tub file, removing or transferring cards; processing lists of personally owned property placed in official use; inspecting housekeeping quarters furniture; preparing inspection report VA Form 10-2230 and filing in CMR folder.

Count: Line entries made to change CMR accounts.

- [214] Posting Catalogs. Posting additions or deletions to VA Catalog No. 3 and distributing pertinent copies of change notices and depot supply letters to other interested divisions. Includes maintenance of other catalogs [and maintaining the library of service manuals.]

Count: Changes posted. When change instructions require the substitution of one page for another, count each new page inserted in the catalog as a single change posted. When a complete section to the catalog is published as a change, count the multiple pages inserted in the catalog as a single change posted. Do not count pages removed from catalog.

- [215] Filing Receipts on Controlled Expendable Items (formerly custody receipts).] Preparing or selecting the proper file; filing issue document, or removing previous receipts if credit is being given as a result of a turn-in. []

Count: Documents filed or removed from file.

- [216] Keys. Maintaining key file and index; issuing and distributing keys, preparing issue documents; obtaining signature for receipt of keys; preparing SF1114, Bill for Collection, for loss of keys.

Count: Line items on documents prepared.

* analyzing Processed Stores

- [217] Furnishing Information From Stock Records. Receiving the inquiry; checking the proper document; and conveying the information (personal, telephone, or written).

Count: Requests for information.

- [218] Filing Correspondence. Filing all types of correspondence not specifically identified in any of the established work units.

Count: Communications filed.

- [219] Reviewing VA Forms 2237. Determining item availability or suitable substitute from station stock or VA supply depot; evaluating the adequacy of justification and specification; informing using division of availability of substitute items. Excludes VA Forms 2237 processed direct to Purchase and Contract Section without review.

Count: Line items reviewed.

- [220] Employee Clearance. Receiving clearance document; checking [] memorandum receipt file, [file of controlled expendable items and key files;] notifying employee of any discrepancies; forwarding clearance papers.

Count: Clearance documents [received.]

- (chg. 13)
221 Unposted, ~~Low Sales~~, and Service Transactions. Preparing receipt transaction cards on unposted vouchers, and receiving reports for services processed by Supply. ~~preparing issue summary cards on low sales documents.~~ ** Processed stores.* *** and Processed Stores*

Count: Transaction cards prepared.

- 222 Numbering and Recording Vouchers. Reviewing copies of all procurement documents and receiving reports to determine whether or not a property voucher number is to be assigned to the transaction; determining validity of all required certificates; affixing additional administrative certificates as required; assigning voucher numbers to those transactions requiring numbers; recording the transaction in the voucher register; entering account symbol, extending totals, or verifying extensions; forwarding the receiving report to Fiscal Division.

Count: Property vouchers processed.

- [223] Posting to VA Form 6112. Preparing or posting to machine maintenance cards.

Count: Service or repair jobs posted or cards prepared.

- [224] Filing Vouchers. Preparing folders and filing documents in property voucher file for posted and unposted transactions.

Count: Documents filed as completed property vouchers. Vouchers required to be forwarded to Fiscal Division will not be counted as completed work units until actually filed in the property voucher file.

- 241 Inventory (Warehouse). Preparing inventory schedules and worksheets; physical count of items; comparing inventory totals with stock records; recounts; determining overages and shortages; preparing adjustment voucher for all special and periodic inventories.

Count: Line items inventoried.

- 251 **Excess.** Analyzing stock records to determine excess; preparing determination listing; determining condition codes and fair values of excess property; preparing circularization lists; preparing reports to Central Office or GSA for those items requiring prior disposal authority; preparing file folders; preparing withdrawals. Includes contacts with departments and other agencies regarding the utilization of excess and surplus property.

Count: Line items initially documented for disposal action.

(3) **Storage and Distribution**

- 301 **Receipts.** Initial inspection and identification of property received; signing carrier's receipt; telephone calls relating to receipts; preparing delinquency reports; moving property from VA receiving platform to point of unpacking and assembling; entering receipt in register. Includes both posted and unposted items.

Count: Line items received from all outside sources (vendors, supply depot, other stations, other Government agencies; etc.).

- 302 **Unpacking and/or Storing.** Unpacking; inspecting; assembling; installing; repacking to unit of issue; rearranging stock associated with immediate storing; preparing receiving reports for partial delivery; processing receiving reports for posted and unposted items; preparing [SF 361, Discrepancy in Shipment Report,] and rejection reports.

Count: Line items placed on shelves and in bulk storage, transferred from bulk storage to bins, or unpacked and prepared for delivery to using divisions.

- 303 **Picking up Purchases.** Traveling to acquisition point; picking up supplies from vendor; loading supplies on truck and unloading supplies on VA receiving platform.

Count: Separate purchase transactions.

- 304 **Turn-ins.** Picking up property, verifying nomenclature, stock number, and quantity count; placing items in stock; distributing supporting documents.

Count: Line items of property returned to Supply.

- 305 **Filing: Vendors File.** Daily filing of purchase orders and related documents, correspondence, etc., in warehouse vendor's file.

Count: Documents filed routinely in vendor's file.

- 306 **Packing and Shipping.** Packing, weighing, labeling, supplying data for bills of lading and notifying transportation company and Central Office if required; recording data in appropriate register; obtaining signature of carrier on Government bill of lading and forwarding documents. (Includes time for mailing flags; picking stock, wrapping etc. Excludes crating large pieces of equipment.)

Count: Packages shipped.

- 311 **Issues.** Pulling stock, checking, loading, unloading, delivering; obtaining receipt from using division representative; and routing of sales (issue) documents; furnishing information as to delivery status; notifying Inventory Management Section when Processed Stores stock replenishment is necessary; and furnishing stock status information on Processed Stores.

Count: Line items of supplies and equipment issued, both posted and unposted. Each separate issue of subsistence, ward or administrative, supplies consolidated on a credit issue voucher will be counted as one line item.

[(4) PAD (Processing and Distribution) or SPD (Supply Processing and Distribution). The basic work unit for PAD/SPD is the number of patient days during the report period. This is not a reportable work unit, since it is available from other sources in machine preparation of the report. The activities covered in the PAD/SPD standard are: cleaning; thermometer processing; package and make-up; glove processing; solution preparation; labeling; linen preparation; assembling trays and sets; autoclaving; issue, pickup and delivery; supervision; and all other related activities.]

c. Only time spent on codes 409, 414, 420, 426, 431, 432, 435, 438, 439, 440, 441, 442, 443, and unusual activities which will be identified on the report, will be reported. An allowance for related activities, covering all other codes listed below, will be added to the standard man-hours for each station.

- 401 Preparing data for budget and management purposes, including research of records.
- 405 Research of records, preparation of data, and typing of reports.
- 409 Construction contracts. Includes all time spent on construction contracts, from receipt of the request until the contract is completed.
- 410 Assisting visiting auditors, such as supply supervisors and internal audit teams.
- 411 Preparing and typing of position descriptions.
- 412 Employee suggestions and/or work simplification.
- 413 Official travel (excluding pickup of purchases) during working hours.
- 414 Contracts for hospitalization and related correspondence.
- 416 Inspection, checking, preparing shipping documents, posting dollar value of excess property, and other unmeasurable activities pertaining to disposal of excess.
- 417 Reconciliation of inventory accounts with Fiscal Division. (Exclude any time for maintaining records during the month.)
- 418 Maintaining list of CMR accounts and names of persons authorized to sign for supplies and equipment, preparing and maintaining departmental header card file.
- 419 Decollating and binding EAM reports.
- 420 Key-punch trial balances, fiscal reports and other special key punching work other than routine key punching. []
- 421 [] Quality Improvement Report (VA Form [07-] 8504).

- 423 Selecting, separating, and displaying of excess property and disposing of property surveyed.
- 424 Moving, including pickup and delivery of furniture and equipment for repair.
- 425 Processing receiving reports for services. (Excludes those involving physical receiving action by Storage and Distribution personnel.)
- 426 Loading, unloading, truck driving, chauffeuring, and travel time (other than issues and picking up purchases).
- 427 Rewarehousing.
- 428 Miscellaneous messenger service.
- 429 Inventory of dated drugs and supplies.
- 431 Crating heavy equipment.
- 432 Fabrication of displays or special furniture.
- 433 Duplicating keys.
- 434 Dyeing, weighing, and bundling rags preparatory to issue.
- 435 Measuring and fitting patients for clothing.
- 436 Maintenance of catalogs in warehouse.
- 437 Records disposition.
- 438 Property maintenance program. Maintenance, repair, reclamation and replacement of all personal property, including time required to initially set up library of service manuals.
- 439 Laundry and linen room activities.
- 440 Equipment use standards program.
- 441 Accountability for ward and administrative funds allocated to Supply Division. [Control of funds for equipment, transportation, services, etc.]
- 442 Inventory of nonexpendable ward and housekeeping property. Include time devoted to physical inventory of nonexpendable ward property and inventory of property in housekeeping quarters, as well as time spent on recounts. Exclude time spent on activities covered in code 213.
- 443 Application of exchange-sale procedures. Includes such actions as reporting to GSA, physically handling and segregating property, adjustment vouchers and correspondence.

1.07 PURCHASE AND CONTRACT

[a. The standard for work unit 101 is determined by the volume of line items purchased by blanket purchase and petty cash or imprest fund, by the volume of line items purchased for research activities, and by whether picking up purchases (work unit 303) is done by Purchase and Contract personnel.

29.14
b. At the end of each fiscal year, each station will count the number of line items purchased by petty cash or imprest fund and blanket purchase, and the number of line items purchased for research activities during the preceding fiscal year. Stations will determine whether the number of line items purchased by petty cash or imprest fund and blanket purchase was more or less than 40 percent of the total number of line items purchased, and whether the number of line items purchased for research activities was more or less than 10 percent of the total number of line items purchased.

c. Each station will use one of the following standards for a complete fiscal year; the standard will be selected on the basis of the distribution of line items purchased during the preceding year as determined in subparagraph (b) above, and represents decimal hours per work unit 101:

| | <u>Excluding Work Unit 303</u> | <u>Including Work Unit 303</u> |
|--|------------------------------------|------------------------------------|
| (1) If 40 percent or more of all line items purchased were by petty cash or imprest fund and blanket purchase, and less than 10 percent were for research activities | .383 | .413 |
| (2) If 40 percent or more of all line items purchased were by petty cash or imprest fund and blanket purchase, and 10 percent or more of all line items purchased were for research activities | .410 | .440 |
| (3) If less than 40 percent of all line items purchased were by petty cash or imprest fund and blanket purchase, and less than 10 percent were for research activities | .429 | .459 |
| (4) If less than 40 percent of all line items purchased were by petty cash or imprest fund and blanket purchase, and 10 percent or more of all line items purchased were for research activities | .454 | .484 |

d. Detailed breakdown of the standards for Purchase and Contract are shown below:

(1) Standard for stations at which 40 percent or more of all line items purchased were by petty cash or imprest fund and blanket purchase, and less than 10 percent were for research activities:

| Work Unit Code | Decimal Hours Per Work Unit | Minutes Per Work Unit | Frequency Per 100 Reportable Work Unit | Minutes Allowed Per Work Unit | Decimal Hours Allowed Per Reportable Work Unit |
|----------------|-----------------------------|-----------------------|--|-------------------------------|--|
| 101* | .092 | 5.50 | 100.00 | 5.50 | |
| 103 | .129 | 7.71 | 30.92 | 2.38 | |
| 104 | .122 | 7.30 | 21.83 | 1.59 | |
| 105 | .075 | 4.51 | 23.90 | 1.08 | |
| 106 | .055 | 3.28 | 13.92 | .46 | |
| 107 | .384 | 23.05 | 8.60 | 1.98 | |
| 108 | .133 | 8.00 | 3.22 | .26 | |
| 109 | .175 | 10.48 | 4.24 | .44 | |
| 110 | .121 | 7.25 | 51.84 | 3.76 | |

*Reportable work unit.

| Work Unit Code | Decimal Hours Per Work Unit | Minutes Per Work Unit | Frequency Per 100 Reportable Work Unit | Minutes Allowed Per Work Unit | Decimal Hours Allowed Per Reportable Work Unit |
|-------------------------------|-----------------------------|-----------------------|--|-------------------------------|--|
| 111 | .259 | 15.53 | 5.33 | .83 | |
| 112 | .093 | 5.55 | 20.72 | 1.15 | |
| 113 | .148 | 8.85 | 6.86 | .61 | |
| 114 | .058 | 3.45 | 16.56 | .57 | |
| 115 | .149 | 8.93 | .39 | .03 | |
| 116 | .108 | 6.49 | 2.03 | .13 | |
| 117 | .340 | 20.42 | 1.83 | .37 | |
| 118 | .082 | 4.94 | 2.13 | .11 | |
| 119 | .296 | 17.75 | 5.91 | 1.05 | |
| 207 | .056 | 3.36 | 19.74 | .66 | |
| 303 | .486 | 29.16 | 6.20 | 1.81 | |
| Total excluding 303 - - - - - | | | | 22.96 | .383 |
| Total including 303 - - - - - | | | | 24.77 | .413 |

- (2) Standard for stations at which 40 percent or more of all line items purchased were by petty cash or imprest fund and blanket purchase, and 10 percent or more of all line items purchased were for research activities:

| Work Unit Code | Decimal Hours Per Work Unit | Minutes Per Work Unit | Frequency Per 100 Reportable Work Unit | Minutes Allowed Per Work Unit | Decimal Hours Allowed Per Reportable Work Unit |
|-------------------------------|-----------------------------|-----------------------|--|-------------------------------|--|
| 101* | .092 | 5.50 | 100.00 | 5.50 | |
| 103 | .131 | 7.87 | 40.13 | 3.16 | |
| 104 | .163 | 9.78 | 22.68 | 2.22 | |
| 105 | .075 | 4.51 | 23.90 | 1.08 | |
| 106 | .055 | 3.28 | 13.92 | .46 | |
| 107 | .397 | 23.83 | 8.60 | 2.05 | |
| 108 | .175 | 10.50 | 3.22 | .34 | |
| 109 | .175 | 10.48 | 4.24 | .44 | |
| 110 | .121 | 7.25 | 51.84 | 3.76 | |
| 111 | .259 | 15.53 | 5.33 | .83 | |
| 112 | .093 | 5.55 | 20.72 | 1.15 | |
| 113 | .148 | 8.85 | 7.71 | .68 | |
| 114 | .058 | 3.45 | 16.56 | .57 | |
| 115 | .149 | 8.93 | .39 | .03 | |
| 116 | .108 | 6.49 | 2.03 | .13 | |
| 117 | .340 | 20.42 | 1.83 | .37 | |
| 118 | .082 | 4.94 | 2.13 | .11 | |
| 119 | .296 | 17.75 | 5.91 | 1.05 | |
| 207 | .056 | 3.36 | 19.74 | .66 | |
| 303 | .486 | 29.16 | 6.20 | 1.81 | |
| Total excluding 303 - - - - - | | | | 24.59 | .410 |
| Total including 303 - - - - - | | | | 26.40 | .440 |

*Reportable work unit.

(3) Standard for stations at which less than 40 percent of all line items purchased were by petty cash or imprest fund and blanket purchase, and less than 10 percent were for research activities:

| Work Unit Code | Decimal Hours Per Work Unit | Minutes Per Work Unit | Frequency Per 100 Reportable Work Unit | Minutes Allowed Per Work Unit | Decimal Hours Allowed Per Reportable Work Unit |
|-------------------------------|-----------------------------|-----------------------|--|-------------------------------|--|
| 101* | .106 | 6.34 | 100.00 | 6.34 | |
| 103 | .129 | 7.71 | 38.23 | 2.95 | |
| 104 | .123 | 7.38 | 9.63 | .71 | |
| 105 | .075 | 4.51 | 34.87 | 1.57 | |
| 106 | .055 | 3.28 | 14.59 | .48 | |
| 107 | .384 | 23.05 | 10.01 | 2.31 | |
| 108 | .133 | 8.00 | 4.19 | .34 | |
| 109 | .175 | 10.48 | 4.24 | .44 | |
| 110 | .121 | 7.25 | 51.84 | 3.76 | |
| 111 | .259 | 15.53 | 5.33 | .83 | |
| 112 | .093 | 5.55 | 27.94 | 1.55 | |
| 113 | .148 | 8.85 | 11.48 | 1.02 | |
| 114 | .058 | 3.45 | 18.86 | .65 | |
| 115 | .149 | 8.93 | .39 | .03 | |
| 116 | .108 | 6.49 | 3.34 | .22 | |
| 117 | .340 | 20.42 | 2.69 | .55 | |
| 118 | .082 | 4.94 | 2.13 | .11 | |
| 119 | .296 | 17.75 | 6.88 | 1.22 | |
| 207 | .056 | 3.36 | 19.74 | .66 | |
| 303 | .486 | 29.16 | 6.20 | 1.81 | |
| Total excluding 303 - - - - - | | | | 25.74 | .429 |
| Total including 303 - - - - - | | | | 27.55 | .459 |

(4) Standard for stations at which less than 40 percent of all line items purchased were by petty cash or imprest fund and blanket purchase, and 10 percent or more of all line items purchased were for research activities:

| Work Unit Code | Decimal Hours Per Work Unit | Minutes Per Work Unit | Frequency Per 100 Reportable Work Unit | Minutes Allowed Per Work Unit | Decimal Hours Allowed Per Reportable Work Unit |
|----------------|-----------------------------|-----------------------|--|-------------------------------|--|
| 101* | .106 | 6.34 | 100.00 | 6.34 | |
| 103 | .131 | 7.87 | 43.94 | 3.46 | |
| 104 | .127 | 7.62 | 19.18 | 1.46 | |
| 105 | .075 | 4.51 | 34.87 | 1.57 | |
| 106 | .055 | 3.28 | 14.59 | .48 | |
| 107 | .397 | 23.83 | 10.01 | 2.39 | |
| 108 | .175 | 10.50 | 4.19 | .44 | |
| 109 | .175 | 10.48 | 4.24 | .44 | |
| 110 | .121 | 7.25 | 51.84 | 3.76 | |
| 111 | .259 | 15.53 | 5.33 | .83 | |
| 112 | .093 | 5.55 | 27.94 | 1.55 | |
| 113 | .148 | 8.85 | 11.48 | 1.02 | |
| 114 | .058 | 3.45 | 18.86 | .65 | |
| 115 | .149 | 8.93 | .39 | .03 | |
| 116 | .108 | 6.49 | 3.34 | .22 | |
| 117 | .340 | 20.42 | 2.84 | .58 | |

*Reportable work unit.

| Work Unit Code | Decimal Hours Per Work Unit | Minutes Per Work Unit | Frequency Per 100 Reportable Work Unit | Minutes Allowed Per Work Unit | Decimal Hours Allowed Per Reportable Work Unit |
|-------------------------------|-----------------------------|-----------------------|--|-------------------------------|--|
| 118 | .082 | 4.94 | 2.13 | .11 | |
| 119 | .296 | 17.75 | 6.88 | 1.22 | |
| 207 | .056 | 3.36 | 19.74 | .66 | |
| 303 | .486 | 29.16 | 6.20 | 1.81 | |
| Total excluding 303 - - - - - | | | | -27.21 | .454 |
| Total including 303 - - - - - | | | | -29.02 | .484 |

NOTE: Includes allowance factor of 29.73 percent.

e. The total man-hours allowed for Purchase and Contract will be increased by 3 percent to cover related activities.]

1.08 INVENTORY MANAGEMENT

a. The standards shown below apply to all stations, and represent the decimal hours allowed for each reportable work unit:

- (1) Work unit 201 - - - - - .287
- (2) Work unit 211 - - - - - .090
- (3) Work unit 221 - - - - - .131

b. Detailed breakdown of the standards for Inventory Management Section are shown below:

| Work Unit Code | Decimal Hours Per Work Unit | Minutes Per Work Unit | Frequency Per 100 Reportable Work Unit | Minutes Allowed Per Work Unit | Decimal Hours Allowed Per Reportable Work Unit |
|----------------|-----------------------------|-----------------------|--|-------------------------------|--|
| 201* | .124 | 7.42 | 100.00 | 7.42 | |
| 202 | .010 | .61 | 610.14 | 3.72 | |
| 203 | .037 | 2.23 | 35.67 | .80 | |
| 204 | .047 | 2.84 | 8.88 | .25 | |
| 205 | .052 | 3.10 | 86.85 | 2.69 | |
| 206 | .155 | 9.29 | 11.48 | 1.07 | |
| 207 | .080 | 4.80 | 10.50 | .50 | |
| 208 | .054 | 3.24 | 6.04 | .20 | |
| 209 | .256 | 15.37 | 3.62 | .56 | |
| Total | | | | 17.21 | .287 |
| 211* | .036 | 2.17 | 100.00 | 2.17 | |
| 212 | .043 | 2.59 | 1.47 | .04 | |
| 213 | .192 | 11.53 | 8.51 | .98 | |
| 214 | .077 | 4.62 | 6.63 | .31 | |
| 215 | .081 | 4.86 | .24 | .01 | |
| 216 | .130 | 7.78 | .93 | .07 | |
| 217 | .105 | 6.32 | 12.85 | .81 | |
| 218 | .040 | 2.41 | 1.76 | .04 | |
| 219 | .035 | 2.09 | 21.45 | .45 | |
| 220 | .111 | 6.68 | .34 | .02 | |
| 241 | .053 | 3.15 | 12.08 | .38 | |
| 251 | .357 | 21.41 | .49 | .10 | |
| Total | | | | 5.38 | .090 |

*Reportable work unit.

| Work Unit Code | Decimal Hours Per Work Unit | Minutes Per Work Unit | Frequency Per 100 Reportable Work Unit | Minutes Allowed Per Work Unit | Decimal Hours Allowed Per Reportable Work Unit |
|----------------|-----------------------------|-----------------------|--|-------------------------------|--|
| 221* | .024 | 1.41 | 100.00 | 1.41 | |
| 222 | .109 | 6.56 | 81.68 | 5.36 | |
| 223 | .066 | 3.93 | 5.88 | .23 | |
| 224 | .019 | 1.13 | 76.39 | .86 | |
| Total | | | | 7.86 | .131 |

*Reportable work unit.

NOTE: Includes allowance factor of 29.73 percent.

c. The total man-hours allowed for Inventory Management Section will be increased by 17 percent to cover related activities.

1.09 STORAGE AND DISTRIBUTION

a. The standard under work unit 301 for each station is determined by whether or not work units 303, 201, and 211 are done in Storage and Distribution Section. The standards shown below represent the decimal hours allowed per work unit 301:

- (1) Excluding work units 303, 201, and 211 - - - - - .173
- (2) Including any one of work units 303, 201, or 211 - - - .181
- (3) Including any two of work units 303, 201, or 211 - - - .189
- (4) Including work units 303, 201, and 211 - - - - - .197

b. The standard under work unit 311 is determined by whether the station is of (1) vertical type construction, or (2) horizontal or cantonment type, and those stations which service another hospital, regional office, [etc.] The standards shown below represent the decimal hours allowed per work unit 311:

- (1) .060
- (2) .083

c. Detailed breakdown of the standards for Storage and Distribution Section are shown below:

| Work Unit Code | Decimal Hours Per Work Unit | Minutes Per Work Unit | Frequency Per 100 Reportable Work Units | Minutes Allowed Per Work Unit | Decimal Hours Allowed Per Reportable Work Unit |
|----------------------------------|-----------------------------|-----------------------|---|-------------------------------|--|
| 301* | .065 | 3.87 | 100.00 | 3.87 | |
| 302 | .082 | 4.89 | 107.26 | 5.25 | |
| 303 | .519 | 31.12 | 1.71 | .53 | |
| 304 | .156 | 9.38 | 4.19 | .39 | |
| 305 | .024 | 1.42 | 30.09 | .43 | |
| 306 | .084 | 5.06 | 8.68 | .44 | |
| 201 | .127 | 7.63 | 5.54 | .42 | |
| 211 | .028 | 1.69 | 29.09 | .49 | |
| Total | | | | 11.82 | .197 |
| Total excluding 303, 201 and 211 | | | | 10.38 | .173 |
| 311* | .060 | 3.60 | 100.00 | 3.60 | .060 |
| or 311* | .083 | 4.98 | 100.00 | 4.98 | .083 |

*Reportable work unit.

NOTE: Includes allowance factor of 27.66 percent.

d. The total man-hours allowed for Storage and Distribution Section will be increased by 9 percent to cover related activities.

1.10 TABLE OF ALLOWANCES

The table below shows the breakdown of allowance time. This time has been added to the work rate standards.

MINUTES PER EMPLOYEE PER DAY

| | Purchase and Contract | Inventory Management | Storage and Distribution |
|---|-----------------------|----------------------|--------------------------|
| Personal needs | 30 | 30 | 30 |
| Training | 20 | 20 | 20 |
| Working aid maintenance | 10 | 10 | 25 |
| Supervision | 40 | 40 | 19 |
| Miscellaneous | 10 | 10 | 10 |
| Total | 110 | 110 | 104 |
| Productive time | 370 | 370 | 376 |
| Total day | 480 | 480 | 480 |
| Percent allowance time to productive time | 29.73 | 29.73 | 27.66 |

[1.11 SUPPLY PROCESSING AND DISTRIBUTION

An individual standard has been established for each VA hospital having a PAD or SPD activity. The Director, Supply Service, has furnished these standards to the stations concerned. Each station's standard is based on its own particular methods and procedures and on the scope of services rendered by PAD/SPD. The standard is the number of hours per patient day allowed for all PAD/SPD working time, including allowances for personal needs, training, working aid maintenance, supervisory and related activities.]

SECTION III. QUALITY STANDARDS

1.12 (Deleted by change 17.)

Orig 17

~~Standard: 81.00 percent.~~

- (2) Reconciliation of Accounts With Fiscal (Criterion: Accuracy). Count the total number of line items processed during the month. Effectiveness is based on the number of line items on adjustment vouchers resulting from errors by Inventory Management.

~~Standard: 99.50 percent.~~

- (3) Processing of Property Vouchers (Criterion: Timeliness). Count the total number of property vouchers, or receiving reports furnished in lieu [thereof], processed during the month, excluding adjustment vouchers. Effectiveness is based on the number submitted to Fiscal Division within 2 working days after receipt, sale or disposition of property.

~~Standard: 99.00 percent.~~

c. Storage and Distribution

- (1) Timeliness in Making Scheduled Issues (Criterion: Timeliness). Count the total number of issues scheduled for processing during the month. Effectiveness is based on the number which were processed on schedule, within the time limits established locally by the Chief, Supply Division, or Chief, Business Services.

~~Standard: 98.00 percent.~~

- (2) Timeliness in Making Unposted and Off-Schedule Issues (Criterion: Timeliness). Count all unposted and off-schedule property issue vouchers processed during the month. Effectiveness is based on the number of such issues which were delivered within 24 hours after [receipt and acceptance in the case of unposted purchases and within 24 hours after prevalidation of funds in the case of interval requests.] Prosthetics and other items requiring technical inspection will be considered delivered when made available to the using division, although the item may not be accepted.

~~Standard: 99.00 percent.~~

1.13 SCOPE AND LIMITATIONS OF QUALITY EVALUATION OF INVENTORY MANAGEMENT ACTIVITIES

a. This evaluation plan should include those factors which have the greatest effect on policy compliance and the quality of service rendered as well as those which promote an economical operation.

b. These instructions and standards will result in a mathematical evaluation of inventory management activities. It will not isolate all problem areas, and conditions peculiar to individual stations must also be considered in arriving at final evaluation. It will provide a means of detecting unsatisfactory trends so that corrective action can be taken.

c. The format in exhibit C should be used by each station in making a quarterly review of its inventory management activity. It is suggested that formats similar to exhibits A and B be utilized in recording necessary statistics. This evaluation is for local use and will not be forwarded to Central Office but will be made available when the station is audited or surveyed.

1.14 INVENTORY MANAGEMENT EVALUATION FACTORS AND SUMMARY

a. Each factor has a numerical value as well as an adjective value. These are located at the top of the format, exhibit C. To determine the quarterly status of each factor, first make the computations outlined under each subheading listed in subparagraph b below. The result of this computation will be entered opposite the factor in the quarterly status section of the format. Compare the quarterly status with the standards shown opposite each factor to determine the numerical value. Multiply this by the weight shown to arrive at the quarterly rating.

b. The formulas used in compiling the required statistics follow:

- (1) Factor 1--Percent of Inventory Inactive 90 Days or More. Record as per format of exhibit A the dollar value of items inactive for 90 days or more furnished by your data processing center and the closing inventory from the monthly trial balance for each expendable account and total. At the end of each quarter total the monthly inactive and closing inventories for each account and overall. Record as per format of exhibit B. To arrive at the percentage, divide the dollar value of inactive inventory by the closing inventory for each account and total. This will provide the quarterly status.

$$\text{Inactive Value} \div \text{Total Value} = \% \text{ of Inactive Inventory.}$$

- (2) Factor 2--Ratio of Last 12 Months Posted Cost of Sales to Total Cost of Sales. Add the total of the posted cost of sales for the last 12 months and the total of the unposted cost of sales for the 12 months for each expendable account. Divide the total of the posted cost of sales by this figure. This data is available from the profit and loss statement. The result will be the ratio or percentage of posted to total cost of sales.

$$\text{Posted C/S} \div \text{Unposted C/S} + \text{Posted C/S} = \text{Ratio.}$$

- (3) Factor 3--Percent of Variance Between Quarterly Planned and Actual Operation. Using the projections in the station Supply Fund management plan as adjusted by amendments which have been forwarded to Central Office, compare them against the figures in the trial balance and profit and loss statement for the quarter being evaluated. This will require that any accumulated totals for a previous quarter or quarters be deducted prior to making the comparison. To arrive at the percent of variance between projected and actual, subtract the difference either over or under projection and divide this difference by the amount projected for that quarter. The resulting percentage will reflect the degree of adherence to the Supply Fund management plan.

$$\text{Actual} - \text{Projection} = + \text{ or } - \text{ Variance} \div \text{Projection} = \% \text{ Variance.}$$

- (4) Factor 4--Profit or Loss Position for Current Quarter Business

(a) Compute quarterly profit or loss by utilizing the following statements:

1. 1st quarter--September 30th profit and loss statement.
2. 2d quarter--December 31st profit and loss statement minus September 30th.
3. 3d quarter--March 31st profit and loss statement minus December 31st.
4. 4th quarter--June 30th profit and loss statement minus March 31st.

(b) [Deleted by change 13.]

- (c) Compute the quarterly cost of sales from the accounts listed on the profit and loss statement as follows:
1. Total the cumulative balances listed in the 4100 series of accounts at the close of the current quarter.
 2. Total the cumulative balances listed in the 4100 series of accounts at the close of prior quarter, current fiscal year.
 3. Subtract prior quarter's total from current quarter's total to obtain current quarter's cost of sales.
- (d) Divide the result of computation of net profit or loss [(a)] by the computed quarterly cost of sales (c) to obtain the ratio of quarterly profit or loss to quarterly cost of sales.

Quarterly Net Profit or Loss ÷ Quarterly Cost of Sales = Ratio.

- (5) Factor 5--Annual Inventory Turnover Rate. To calculate this divide the latest 12 months' cost of sales of the following accounts by the average monthly closing balance of the following inventory accounts for the same period:

| Cost of Sales Account | Inventory Account | Account Description |
|-----------------------|-------------------|---------------------|
| 4141 | 1411 | Class I Medical |
| 4142 | 1412 | All Other Medical |
| 4143 | 1413 | General |
| 4152 | 1432 | Subsistence |

This data should be computed from information available in trial balance and profit and loss statement.

12 Months C/S ÷ Average Monthly Closing Balance = Turnover.

- (6) Factor 6--Relation of Due Outs to Line Items Requisitioned. From the transaction register, accumulate the due outs established and the line items requested (excluding subsistence) for each month of a quarter. At the end of the quarter divide the number of due outs established during the quarter by the line items requested (line items issued plus due outs) during the same period to arrive at the percentage of effectiveness.

Due Outs ÷ Total Line Items Requested = Percentage.

- (7) Factor 7--Stock Dormant for 12 Months or More. To calculate this percentage divide the dollar amount of inventory having no issues for the last 12 months (computed in the same manner as item F1 of the Supply Fund management plan) by the dollar value of the average month-end closing inventory for the last 12 months' period. Use accounts:

1411 - Class I Medical
1412 - All Other Medical
1413 - General
1432 - Subsistence

Dollar Value Items No Issue ÷ Average Month End Closing Inventory
= Percent.

- (8) Factor 8--Excess Generation (Supply Fund). To calculate this percentage, divide the cumulative dollar value of stock determined to be excess during the past 12 months (lines 3A and 17A, VA Form 7119) by the total value of the last 12 months' posted cost of sales (excluding fuel).

Use accounts: Class I Medical - - 4141
 Other Medical - - - 4142
 General - - - - - 4143
 Subsistence - - - - 4152

$\$ \text{ Value of Past 12 Months' Excess} \div \text{Total } \$ \text{ Value of Past 12 Months'}$
 $C/S = \text{Percent.}$

- (9) Factor 9--Summary Evaluation

(a) Total all points listed in quarterly rating. Compare with standards shown in factor 9 to arrive at the overall numerical rating. The corresponding overall adjective rating is found at the top of the format in the same column as the numerical rating.

(b) To those stations that do not participate in one or more of the factors, one of the following summary evaluations will be used:

| | Outstanding | High Satis. | Satisfactory | Low Satis. | Unsatisfactory |
|-------|-------------|-------------|--------------|------------|----------------|
| No. 1 | [348 - 306 | 305 - 219 | 218 - 132 | 131 - 45 | 44 - 0 |
| No. 2 | 324 - 285 | 284 - 204 | 203 - 123 | 122 - 42 | 41 - 0 |
| No. 3 | 276 - 243 | 242 - 174 | 173 - 105 | 104 - 36 | 35 - 0 |
| No. 4 | 404 - 356 | 355 - 255 | 254 - 154 | 153 - 53 | 52 - 0] |

No. 1 - Station without fuel inventory.

No. 2 - Station without fuel inventory and without subsistence inventory (regional offices and stations with a direct delivery of subsistence from VA supply depot).

No. 3 - Manila, P.I., and Honolulu, Hawaii (participating in factors 2A through 2C, 3A [and 3B,] 4 through 8).

No. 4 - Stations without subsistence inventory due to direct delivery of subsistence from VA supply depot. (Factors 1D and 2D excluded.)

M-1, PT V

Page 1-23

By III 20-79-4
"b. A narrative report for the semiannual periods ending March 31 and September 30 will be submitted to reach the Director, Supply Service (134A) in an original only, not later than 10 working days after receipt of the semiannual tabulation of work rate standards data."
Lift up! The rest of this continues with this report

SECTION IV. REPORTING INSTRUCTIONS

1.15 PREPARATION OF SUPPLY WORK RATE [] STANDARDS REPORT

a. Instructions for preparing the Supply Division code sheet, VA Form 10-7059 (AMIS), are contained in MP-6, part VI, supplement No. 1.2, chapter 27.

*By 10-70-4 **
b. ~~A narrative report for the semiannual periods ending June 30 and December 31 will be submitted to reach appropriate REGIONAL MEDICAL DIRECTOR, REGION NO. (134F) in an original only, not later than 10 working days after receipt of the semiannual tabulation of work rate and quality standards data. This report will contain the information requested below. The items will be numbered (1) through (8) and any which are not applicable will be noted as "negative."~~
77" BY II 10-70-4

(1) If the number of authorized positions in any section was changed since the previous report, explain the reason for the change.

(2) If any positions are reported under "Other" (field [6,] segment No. 192), indicate the activities covered by these positions.

[(3)] Indicate the activities covered in unmeasured man-hours reported in fields 13, 26, 39 and 52 of segment No. 193. If more than one activity is included, show the number of hours spent in each activity.

[(4)] If the work rate effectiveness in any section is below 80 percent or above 120 percent [(in ~~PAD/SPD~~, *SPD* below 90 percent or above 110 percent)], indicate the reasons.

[(5)] If the work rate standard for [work unit 101, 301 or 311] was changed since the previous report, explain the reason for the change.

*By 10-70-4 **
[(6)] ~~Enter the numerical and adjective rating attained for inventory management quality evaluation, as in paragraph 1.14b(9), for each of the two quarters covered in the report period. Indicate which factors, if any, were not included in the evaluation.~~

SPD
6 [(7)] Enter the number of hours spent in ~~PAD/SPD~~ during the report by: *PERIOD } - Estimate to change 20 4/14/72*

(a) Volunteers.

(b) Patients and/or members.

(c) Any other supplemental help not included in the man-hours reported in VA Form 10-7059 (AMIS). Indicate the source of such supplemental help.]

7 [(8)] Add any further remarks, explanations or questions you may have concerning the Supply work rate and quality standards program.

c. Reports Control Symbol 10-169 has been assigned to this report.

SECTION V. ANALYSIS OF OPERATIONS

1.16 WHEN ANALYSIS IS REQUIRED

a. An analysis may be conducted at any time that local management desires to analyze its operations for management improvement purposes. Such analysis may cover the division as a whole or any particular function. The fact that the normal supply cycle is 2 months should be taken into consideration in any studies of operations.

** 1.15 "b*
b. A narrative report for the semiannual periods ending March 31 and September 30 will be submitted to reach the Director, Supply Service (134A) in an original only, not later than 10 working days after receipt of the semiannual tabulation of work rate standards data."

b. Whenever the effectiveness rate in any section is below 80 percent or above 120 percent, the reasons for such out-of-line performance should be investigated. If the reason is apparent without further study, an explanation will be given on the report. If the reason is not apparent, a frequency analysis will be made and forwarded to Central Office, covering the 2-month period immediately following the end of the report period. This analysis will cover only the sections in which the effectiveness rate is out of line.

1.17 FREQUENCY ANALYSIS

a. In the weighted work rate standards, the time allowed for each reportable work unit includes time for the various component work units. However, at individual stations the frequency of occurrence of a component work unit in relation to the reportable work unit may vary from the standard to such an extent that it will distort the effectiveness rate. Frequency analysis will determine the extent to which frequency distribution at a station varies from the standard and convert this variation into man-hours.

b. The first step in frequency analysis is to count all component work units for a period of 2 months. The volume of work produced is then compared against the volume allowed in the standard and the difference (+ or -) is converted into man-hours to determine how much of the difference between allowed time and actual time is due to frequency variations.

c. An example of frequency analysis is shown below:

| A | B | C | D | E | F | G |
|-----------|--------------------|---------------|--|------------------|-----------------|------------------------------|
| Work Unit | Standard Frequency | Actual Volume | Volume Allowed Per Standard Frequency (B x C for Reportable Work Unit) | Difference D - C | Unit Time Value | Hours Lost or Gained (E x F) |
| 301* | 100.00 | 474 | 474 | - | .065 | - |
| 302 | 107.26 | 621 | 508 | - 113 | .082 | - 9.27 |
| 303 | 1.71 | 4 | 8 | + 4 | .519 | + 2.08 |
| 304 | 4.19 | 139 | 20 | - 119 | .156 | - 18.56 |
| 305 | 30.09 | 591 | 143 | - 448 | .024 | - 10.75 |
| 306 | 8.68 | 85 | 41 | - 44 | .084 | - 3.70 |
| 201 | 5.54 | 10 | 26 | + 16 | .127 | + 2.03 |
| 211 | 29.09 | 25 | 138 | + 113 | .028 | + 3.16 |
| | | | | | Total | - 35.01 |

*Reportable work unit.

d. The standard frequency (col. B) shows that for every 100 work units reported under code 301, 107.26 are allowed under 302. By multiplying the actual volume under 301 (474) by 107.26, the allowed volume of 508 under 302 is obtained. Since the actual count of work units under 302 was 621, the volume allowed was 113 less than the actual volume. By applying the time value factor of .082 hours (time allowed per work unit), we find that 9.27 man-hours were required for which time was not allowed in the standard. This is shown as time "lost" because it represents time needed at the station which was not provided in the standard.

NOTE: Due to condensation of material, pages 1-25 and 1-26 are now blank.

Manual M-1, Operations. Part V, Performance Standards

**Chapter 1, Supply (Sections I through V (Paragraphs 1.01 through 1.18);
Exhibit A through Exhibit C)**

Pages 1-25 and 1-26 were intentionally left blank

and were, therefore, never printed.

e. Similarly, the actual volume for all other component work units is compared against the standard, and the net total of man-hours gained or lost is obtained for each reportable work unit. If the frequency pattern is normal for the station, this will indicate the extent to which the variation in effectiveness is caused by the frequency distribution. This may be analyzed as shown below:

| | Code 301 | Code 311 | Total |
|---------------------------------------|-------------|-------------|-------|
| Work rate standard | .197 | .083 | |
| Work units produced | 474 | 811 | |
| Man-hours allowed | 93 | 67 | 160 |
| Actual man-hours used | | | 224 |
| Difference | | | -64 |
| Difference due to frequency variation | | | -35 |
| Difference due to other causes | | | -29 |

[In analyzing frequency, man-hours allowed must be increased by the percentage factor allowed for related activities in order to be comparable with man-hours used. Time spent on these related activities may be a factor causing an out-of-line effectiveness rate and should be considered in the analysis.]

f. In the above example, the effectiveness rate is 71.4 percent (160 man-hours allowed [÷] 224 man-hours used). Of the 64 man-hours used in excess of the time allowed in the standard, 35 were due to the frequency variations at that station. If the frequency difference were eliminated, the allowed time would be 195 man-hours, and the effectiveness rate would be 87.1 percent. Since this is within the acceptable range of 80-120 percent, no further analysis for the report period concerned is required by Central Office.

g. In case the frequency distribution does not account for enough of the difference between actual man-hours and man-hours allowed by the standards, further analysis will be required. Such analysis is discussed in paragraph 1.18.

1.18 OTHER ANALYSIS FACTORS

a. The standards are yardsticks against which local management is to measure performance. They must be considered as indicators, supplementing, not replacing, other good management techniques. Local action on an out-of-line situation should be taken only after thorough analysis. The frequency analysis provides one method to investigate possible variances. It is important that analysis of effectiveness not stop with the cold data of the effectiveness rate or the frequency analysis. These should be considered as the point from which to apply other management techniques to determine reasons for variance from the norm. Circumstances and conditions vary; each station is an entity with its own problems to cope with. Most of these differences tend to balance themselves; nevertheless, they must be considered in the overall analysis of effectiveness. These differences may well be the reasons for frequency variations, different methods of purchasing, methods of warehousing, etc. As long as these variations are considered in the analysis of an out-of-line situation, the performance effectiveness is an excellent tool of management. Some of the factors to be considered are:

- (1) Methods of performing the work, including consideration of work simplification.
- (2) Overstaffing or understaffing.
- (3) Distribution of work.
- (4) Qualifications, experience, and age of employees.
- (5) Amount of leave taken during period analyzed.
- (6) Use of patient or member detail and member employees.

(7) Geographical location, e.g., nearness to good market.

(8) Physical layout, including arrangement of office space in Supply Division.

b. At some stations, variations from the acceptable range may be due to only a fraction of a man-year too much or too little. It may be possible to improve personnel utilization by detailing a portion of a person's time, but in some cases this is not feasible, and very little can be done to improve the situation.

c. In self-analysis by station management, the effectiveness reflected in the analysis must be tempered with good judgment, and appraisal of the reasons behind the situations revealed by the analysis.

ACTUAL CLOSING INVENTORY AND INACTIVE STOCK BY CATEGORY OF SUPPLY;
DUE-OUTS ESTABLISHED: Monthly Data, Fiscal Year 19 _____

| | July, 19 | August, 19 | Sept., 19 | October, 19 | November, 19 | December, 19 |
|---------------------------------|----------|------------|-----------|-------------|--------------|--------------|
| CLOSING INVENTORY: | | | | | | |
| Acct. 1411 | | | | | | |
| 1412 | | | | | | |
| 1413 | | | | | | |
| 1432 | | | | | | |
| Total | | | | | | |
| INACTIVE INVENTORY: | | | | | | |
| Acct. 1411 | | | | | | |
| 1412 | | | | | | |
| 1413 | | | | | | |
| 1432 | | | | | | |
| Total | | | | | | |
| Due-Outs/Total Estab./Regns. | | | | | | |
| January, 19 | | | | | | |
| CLOSING INVENTORY: | | | | | | |
| Acct. 1411 | | | | | | |
| 1412 | | | | | | |
| 1413 | | | | | | |
| 1432 | | | | | | |
| Total | | | | | | |
| INACTIVE INVENTORY: | | | | | | |
| Acct. 1411 | | | | | | |
| 1412 | | | | | | |
| 1413 | | | | | | |
| 1432 | | | | | | |
| Total | | | | | | |
| Due-Outs/Total Estab./Regns. | | | | | | |
| February, 19 | | | | | | |
| CLOSING INVENTORY: | | | | | | |
| Acct. 1411 | | | | | | |
| 1412 | | | | | | |
| 1413 | | | | | | |
| 1432 | | | | | | |
| Total | | | | | | |
| INACTIVE INVENTORY: | | | | | | |
| Acct. 1411 | | | | | | |
| 1412 | | | | | | |
| 1413 | | | | | | |
| 1432 | | | | | | |
| Total | | | | | | |
| Due-Outs/Total Estab./Regns. | | | | | | |
| March 19 | | | | | | |
| CLOSING INVENTORY: | | | | | | |
| Acct. 1411 | | | | | | |
| 1412 | | | | | | |
| 1413 | | | | | | |
| 1432 | | | | | | |
| Total | | | | | | |
| INACTIVE INVENTORY: | | | | | | |
| Acct. 1411 | | | | | | |
| 1412 | | | | | | |
| 1413 | | | | | | |
| 1432 | | | | | | |
| Total | | | | | | |
| Due-Outs/Total Estab./Regns. | | | | | | |
| April, 19 | | | | | | |
| CLOSING INVENTORY: | | | | | | |
| Acct. 1411 | | | | | | |
| 1412 | | | | | | |
| 1413 | | | | | | |
| 1432 | | | | | | |
| Total | | | | | | |
| INACTIVE INVENTORY: | | | | | | |
| Acct. 1411 | | | | | | |
| 1412 | | | | | | |
| 1413 | | | | | | |
| 1432 | | | | | | |
| Total | | | | | | |
| Due-Outs/Total Estab./Regns. | | | | | | |
| May, 19 | | | | | | |
| CLOSING INVENTORY: | | | | | | |
| Acct. 1411 | | | | | | |
| 1412 | | | | | | |
| 1413 | | | | | | |
| 1432 | | | | | | |
| Total | | | | | | |
| INACTIVE INVENTORY: | | | | | | |
| Acct. 1411 | | | | | | |
| 1412 | | | | | | |
| 1413 | | | | | | |
| 1432 | | | | | | |
| Total | | | | | | |
| Due-Outs/Total Estab./Regns. | | | | | | |
| June, 19 | | | | | | |
| CLOSING INVENTORY: | | | | | | |
| Acct. 1411 | | | | | | |
| 1412 | | | | | | |
| 1413 | | | | | | |
| 1432 | | | | | | |
| Total | | | | | | |
| INACTIVE INVENTORY: | | | | | | |
| Acct. 1411 | | | | | | |
| 1412 | | | | | | |
| 1413 | | | | | | |
| 1432 | | | | | | |
| Total | | | | | | |
| Due-Outs/Total Estab./Regns. | | | | | | |

(Format only; no standardized or local form will be reproduced for this purpose.)

QUARTERLY DATA SHEET
 ACTUAL CLOSING INVENTORY AND INACTIVE STOCK
 BY CATEGORY OF SUPPLY

| | 1st Qtr. FY | | 2d Qtr. FY | | 3d Qtr. FY | | 4th Qtr. FY | |
|----------------------------|-------------|---|------------|---|------------|---|-------------|---|
| CLOSING INVENTORY | | | | | | | | |
| Account 1411 | | | | | | | | |
| Account 1412 | | | | | | | | |
| Account 1413 | | | | | | | | |
| Account 1432 | | | | | | | | |
| TOTAL | | | | | | | | |
| INACTIVE INVENTORY | | | | | | | | |
| | | % | | % | | % | | % |
| Account 1411 | | | | | | | | |
| Account 1412 | | | | | | | | |
| Account 1413 | | | | | | | | |
| Account 1432 | | | | | | | | |
| TOTAL | | | | | | | | |
| DUE-OUTS/Total Req. | | | | | | | | |

(Format only; no standardized or local form will be reproduced for this purpose.)

| DM&S FIELD STATION QUARTERLY STATUS AND EVALUATION OF INVENTORY MANAGEMENT ACTIVITIES | | | | | | | | | | | |
|--|-----------|-----------|-----------|-----------|-----------|-----------------------------|----------|---------|----------|----------------|----------------|
| FACTORS WGT | STANDARDS | | | | | QUARTERLY STATUS AND RATING | | | | | |
| | O | HS | S | LS | U | 1st Qtr. | 2nd Qtr. | 3d Qtr. | 4th Qtr. | Sta. Pts. Adj. | Sta. Pts. Adj. |
| 1. % of Inventory Inactive 90 Days or More | 4 | 3 | 2 | 1 | 0 | | | | | | |
| A. C1 I Medical | 3 | 0.0-1.5 | 1.6-3.0 | 3.1-6.0 | 7.6 Up | | | | | | |
| B. Other Medical | 3 | 0.0-1.5 | 1.6-3.0 | 3.1-6.0 | 7.6 Up | | | | | | |
| C. General | 3 | 0.0-1.5 | 1.6-3.0 | 3.1-6.0 | 7.6 Up | | | | | | |
| D. Subsistence | 3 | 0.0-0.2 | 0.3-0.7 | 0.8-2.5 | 3.1 Up | | | | | | |
| E. Overall | 3 | 0.0-1.4 | 1.5-2.7 | 2.8-5.6 | 7.1 Up | | | | | | |
| 2. Ratio of Last 12 Months Posted C/Sto Total C/S | | | | | | | | | | | |
| A. C1 I Medical | 3 | 87.1 Up | 87.0-77.1 | 77.0-65.1 | 65.0-55.1 | | | | | | |
| B. Other Medical | 3 | 73.1 Up | 73.0-63.1 | 63.0-50.1 | 50.0-40.1 | | | | | | |
| C. General | 3 | 45.1 Up | 45.0-38.1 | 38.0-30.1 | 30.0-23.1 | | | | | | |
| D. Subsistence | 3 | 29.1 Up | 29.0-26.6 | 26.5-22.6 | 22.5-20.1 | | | | | | |
| 3. % of Variance Between Quarterly Planned and Actual Operation | | | | | | | | | | | |
| A. Posted Inv | 10 | 0.0-2.5 | 2.6-5.0 | 5.1-10.0 | 10.1-12.5 | | | | | | |
| B. Posted C/S | 10 | 0.0-2.5 | 2.6-5.0 | 5.1-10.0 | 10.1-12.5 | | | | | | |
| C. Fuel Inv | 10 | 0.0-2.5 | 2.6-7.5 | 7.6-15.0 | 15.1-20.0 | | | | | | |
| D. Fuel C/S | 10 | 0.0-2.5 | 2.6-7.5 | 7.6-15.0 | 15.1-20.0 | | | | | | |
| [] | | | | | | | | | | | |
| 4. Profit and Loss Position for Current Quarter Business | | | | | | | | | | | |
| A. Profit/Loss C/S | 18 | Net P | Net P | Net L | Net L | | | | | | |
| | | 0.16-0.30 | -0.15 NL | 0.16-0.30 | 0.31 Up | | | | | | |
| 5. Annual Inventory Turnover Rate | | | | | | | | | | | |
| A. Posted Sales | 10 | 5.0 Up | 4.5-4.9 | 4.0-4.44 | 3.5-3.9 | | | | | | |
| 6. Relation Due Outs to Line Items Requisitioned (Decimal) | | | | | | | | | | | |
| A. | 5 | .00-.005 | .006-.010 | .011-.02 | .021-.04 | | | | | | |
| 7. Stock Dormant for 12 Months or More (Decimal) | | | | | | | | | | | |
| A. | 2 | .00-.001 | .002-.003 | .004-.006 | .007-.008 | | | | | | |
| 8. Excess Generation (Supply Fund) (Decimal) Add .00 to Standard | | | | | | | | | | | |
| A. | 5 | 000-125 | 126-250 | 251-500 | 501-750 | | | | | | |
| 9. SUMMARY EVALUATION | | | | | | | | | | | |
| Total Points | | [428-377] | 376-270 | 269-163 | 162-56 | | | | | | 55-0] |
| Remarks: | | | | | | | | | | | |

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TELEGRAPHIC MESSAGE

II 10-80-3

| | | | |
|------------------------------------|---------------|---|-------------------------|
| NAME OF AGENCY VACO WASH DC | | PRECEDENCE ACTION: R INFO: | SECURITY CLASSIFICATION |
| ACCOUNTING CLASSIFICATION | DATE PREPARED | TYPE OF MESSAGE <input checked="" type="checkbox"/> SINGLE <input type="checkbox"/> BOOK <input type="checkbox"/> MULTIPLE-ADDRESS | |
| FOR INFORMATION CALL | | | |
| NAME D. R. SEIDENFADEN (134A) | | PHONE NUMBER | |

THIS SPACE FOR USE OF COMMUNICATION UNIT

MESSAGE TO BE TRANSMITTED (Use double spacing and all capital letters)

TO:

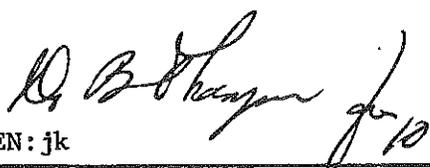
DIRECTORS, VA MEDICAL CENTERS; VA MEDICAL AND REGIONAL OFFICE CENTERS; VA DOMICILIARY; VA REGIONAL OFFICES WITH SUPPLY ACTIVITIES; VA OUTPATIENT CLINICS EL PASO, TX., HENDERSON, NV. AND LUBBOCK, TX.

00/134 THIS IS INTERIM ISSUE 10-80-3

- A. BASIC ADMINISTRATIVE ISSUE AFFECTED: M-1, PART V, CHAPTER 1.
- B. OTHER ISSUES AFFECTED: II 10-79-4
- C. REASON FOR ISSUE: TO EXTEND THE PROVISIONS OF II 10-79-4 PENDING INCORPORATION IN THE MANUAL.
- D. TEXT OF ISSUE: THE RESCISSION DATE OF II 10-79-4 IS EXTENDED UNTIL FEBRUARY 4, 1981.
- E. RESCISSION: THIS INTERIM ISSUE WILL NOT BE CONFIRMED WITH A PRINTED COPY AND IS RESCINDED FEBRUARY 4, 1981. 134A/10

DISTRIBUTION: RPC: 1023(CO AND NONVA ONLY)
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DRSEIDENFADEN: jk



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SECURITY CLASSIFICATION

JAN 8 1980

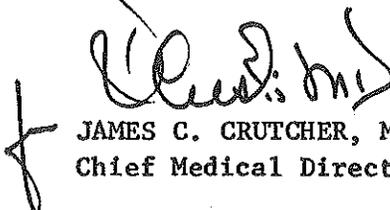
VETERANS ADMINISTRATION
Department of Medicine and Surgery
Washington, D.C. 20420

February 5, 1979

INTERIM ISSUE 10-79-4

- A. BASIC ADMINISTRATIVE ISSUE AFFECTED: M-1, Part V, Chapter 1.
- B. OTHER ISSUES AFFECTED: None.
- C. REASON FOR ISSUE: To revise reporting dates and forwarding instructions, and to delete requirement for reporting inventory management quality evaluation. RCS 10-169 applies.
- D. TEXT OF ISSUE: Page 1-23, paragraph 1.15b is changed as follows:
- Delete first sentence and insert:

"b. A narrative report for the semiannual periods ending March 31 and September 30 will be submitted to reach the Director, Supply Service (134A) in an original only, not later than 10 working days after receipt of the semiannual tabulation of work rate standards data."
 - Line 4: Delete "(8)" and insert "(7)".
 - Subparagraph (4), line 1: Delete "PAD/SPD" and insert "SPD".
 - Subparagraph (6): Delete in its entirety.
 - Former subparagraphs (7) and (8) renumbered subparagraphs (6) and (7).
 - Subparagraph (6): Delete "PAD/SPD" and insert "SPD".
- E. RESCISSION: This issue is rescinded February 4, 1980. *1981 By 0210-80-3*


JAMES C. CRUTCHER, M.D.
Chief Medical Director

Distribution: RPC: 1023
FD

588886

Department of Medicine and Surgery
Veterans Administration
Washington, D.C. 20420

M-1, Part V
ERRATUM to Change 20

April 24, 1972

Change 20, dated April 6, 1972, to Part V, "Performance Standards," VA Department of Medicine and Surgery Manual M-1, "Operations," is changed as indicated below:

Page 1-23; paragraph 1.15b(7): After "report" insert "period".

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FD

503977

Department of Medicine and Surgery
Veterans Administration
Washington, D.C. 20420

M-1, Part V
Change 20

April 6, 1972

Part V, "Performance Standards," VA Department of Medicine and Surgery Manual M-1, "Operations," is changed as indicated below:

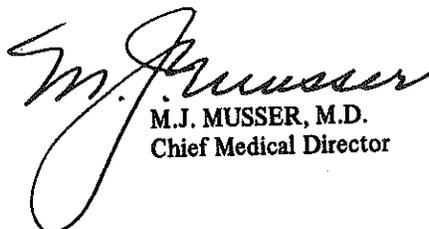
NOTE: The purpose of this change is to add information concerning the performance standards for Supply processing and distribution activities.

Page 1-i: Remove this page and substitute page 1-i attached.

Pages 1-13 and 1-14: Remove these pages and substitute pages 1-13 and 1-14 attached. (Par. 1.06b(3) changed; par. 1.06b(4) added.)

Pages 1-19 and 1-20: Remove these pages and substitute pages 1-19 and 1-20 attached. (Par. 1.11 added.)

Pages 1-23 and 1-24: Remove these pages and substitute pages 1-23 and 1-24 attached. (Par. 1.15 changed.)



M.J. MUSSER, M.D.
Chief Medical Director

Distribution: RPC: 1023
FD

January 2, 1970

Part V, "Performance Standards," VA Department of Medicine and Surgery Manual M-1, "Operations," is changed as indicated below:

NOTE: The purpose of this change is to delete the reportable quality work units, since this information is no longer required.

✓ Pages 1-20 and 1-21: Delete paragraphs 1.11 and 1.12.

Page 1-23, paragraph 1.15b

✓ Subparagraph (3): Delete this subparagraph.

✓ Subparagraph (4): Delete this subparagraph.

H. M. Engle
H. M. ENGLE, M. D.
Chief Medical Director

Distribution: RPC: 1023
FD

November 1, 1968

Part V, "Performance Standards," VA Department of Medicine and Surgery Manual M-1, "Operations," is changed as indicated below:

NOTE: The purpose of this change is to include oral purchase orders as a simplified method for purchases of \$100 or less, in determining quality effectiveness, and to delete the factor of unposted cost of sales from the quarterly evaluation of inventory management activities.

← Page 1-20, paragraph 1.12a(3), line 4: After "cash," insert "oral purchase orders,".

← Pages 1-22a and 1-22b: Remove these pages and substitute pages 1-22a and 1-22b attached.

← Page 1-31: Remove this page and substitute page 1-31 attached.


H. M. ENGLE, M. D.
Chief Medical Director

Distribution: RPC: 1023
FD

Department of Medicine and Surgery
Veterans Administration
Washington, D.C. 20420

M-1, Part V
Change 15

June 7, 1966

Part V, "Performance Standards," VA Department of Medicine and Surgery Manual M-1, "Operations," is changed as indicated below:

NOTE: The purpose of this change is to modify the quality standard for unposted issues because of the requirement that funds for unposted items be obligated prior to purchase.

✓ Pages 1-21 and 1-22: Remove these pages and substitute pages 1-21 and 1-22 attached.
(Par. 1.12c(2) changed; par. 1.14b(4)(b) deleted as directed by change 13.)

H. Martin Engle
H. MARTIN ENGLE, M.D.
Chief Medical Director

Distribution: DVB Publications Code 1023
FD All others: Same as M-1, part V

Department of Medicine and Surgery
Veterans Administration
Washington, D.C. 20420

M-1, Part V
Change 14

January 31, 1966

Part V, "Performance Standards," VA Department of Medicine and Surgery Manual M-1, "Operations," is changed as indicated below:

NOTE: The purpose of this change is to correct an error and to incorporate previous minor changes.

Pages 1-9 and 1-10: Remove these pages and substitute pages 1-9 and 1-10 attached. (Par. 1.06b(2), 204, changed.)

Page 1-16, paragraph 1.07b, line 5: After "percent" delete "or" and insert "of".

H. Martin Engle
H. MARTIN ENGLE, M.D.
Chief Medical Director

Distribution: DVB Publications Code 1023
FD All others: Same as M-1, part V

November 12, 1965

Part V, "Performance Standards," VA Department of Medicine and Surgery Manual M-1, "Operations," is changed as indicated below:

NOTE: The purpose of this change is to establish a revised work rate standard for Purchase and Contract activities and to revise the definitions of inventory management work units to eliminate reference to low sales and add Processed Stores. The revised standard will be used effective July 1, 1965.

✓ Page 1-5, paragraph 1.06a(1): Delete "102 Line items . . . funds."

✓ Page 1-6, paragraph 1.06a(2)

204: Delete "low sales" and insert "Processed Stores".

208: Delete "low sales" and insert "Processed Stores".

221: Delete "low sales" and insert "Processed Stores".

✓ Pages 1-7 and 1-8: Remove these pages and substitute pages 1-7 through 1-8a attached. (Changes made in definition of work units 101, 108, 109 and 113; work unit 102 eliminated.)

✓ Page 1-9, paragraph 1.06b(2), 201, line 3: Delete "low sales" and insert "Processed Stores".

✓ Page 1-10, paragraph 1.06b(2)

204, line 1

After "Receipts" delete "low sales".

After "balances to" delete "low sales".

208, lines 1 and 2: Delete "Maintenance of . . . nomenclature," and insert "Maintenance of Processed Stores Replenishment Card Files. Cataloging; determining".

211, lines 1 and 2: Delete "and low sales lists".

✓ Page 1-11, paragraph 1.06b(2), line 6: Delete "processing low sales" and insert "analyzing Processed Stores".

✓ Page 1-12, paragraph 1.06b(2), 221

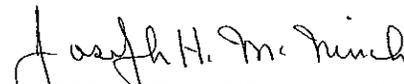
Line 1: Delete "Low Sales" and insert "Processed Stores".

Line 2: After "unposted" insert "and Processed Stores".

Lines 3 and 4: After "Supply" delete "; preparing . . . documents" and insert a period.

✓ Pages 1-13 through 1-18: Remove these pages and substitute pages 1-13 through 1-18b attached. (Revised standards furnished for Purchase and Contract activities. Unmeasured codes 402 through 404 combined with 401; unmeasured codes 406 through 408 combined with 405; unmeasured code 409 redefined; unmeasured code 415 deleted.)

✓ Pages 1-22 and 1-22a, paragraph 1.14b(4): Delete subparagraph (b).


JOSEPH H. McNINCH, M.D.
Chief Medical Director

Distribution: DVB Publications Code 1023
FD All others: Same as M-1, part V

July 12, 1965

Part V, "Performance Standards," VA Department of Medicine and Surgery Manual M-1, "Operations," is changed as indicated below:

NOTE: The purpose of this change is to adapt the reporting instructions to the automated management information system.

✓ Page iii, paragraph 1a: Add "10-64-241".

chg 00 ✓ Page 1-i, paragraph 1.15: Delete "Preparation of Supply . . . VA Form 10-7059 - - - 1-22c" and insert "Preparation of Supply Work Rate and Quality Standards Report - - - 1-23".

✓ Page 1-22b, paragraph 1.14b(9) (b), note No. 3, line 2: Delete "3G" and insert "3E".

✓ Pages 1-22c through 1-26: Remove these pages and substitute pages 1-23 and 1-24 attached. (Sec. IV revised; par. 1.17c changed as directed by change 5.)

Joseph H. McNinch
JOSEPH H. McNINCH, M. D.
Chief Medical Director

Distribution: Same as M-1, part V
FD DVB Publications Code 1023

October 23, 1964

Part V, "Performance Standards," VA Department of Medicine and Surgery Manual M-1, "Operations," is changed as follows:

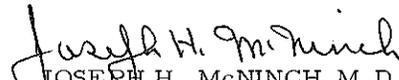
NOTE: The purpose of this change is to incorporate the quality evaluation of inventory management activities.

✓ Page iii, paragraph 1a: Add "10-64-1".

chg 20 ✓ Page 1-i: Remove this page and substitute page 1-i attached. (Contents brought up to date.)

✓ Pages 1-19 through 1-22: Remove these pages and substitute pages 1-19 through 1-22c attached. (Pars. 1.11 through 1.14 changed; par. 1.09 changed as directed by change 1; par. 1.15c deleted; par. 1.15 g and h changed as directed by change 6.)

✓ Pages 1-28a through 1-31: Remove these pages and substitute pages 1-29 through 1-31 attached. (Exhibit A changed.)


JOSEPH H. McNINCH, M.D.
Chief Medical Director

Distribution: Same as M-1, part V
FD

March 27, 1964

Part V, "Performance Standards," VA Department of Medicine and Surgery Manual M-1, "Operations," is changed as indicated below.

NOTE: The purpose of this change is to delete from the VA Form 10-7059, Supply Division Work Rate and Quality Standards Report, RCS 10-169, the reporting of the productivity rate and the number of member and patient details to the Supply Division. The productivity rate is superseded by data reported on the report of manpower utilization, VA Form 10-1058 series, RCS 10-215. Sufficient information has been obtained regarding the extent of member and patient details to the Supply Division to eliminate the need for reporting this information on a recurring basis.

✓ Page 1-4, paragraph 1.05q: Delete this subparagraph.

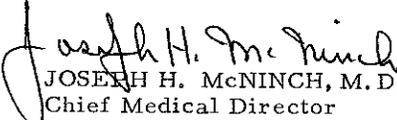
✓ Page 1-24, paragraph 1.15h

Subparagraph (2)

Subparagraph (f): Delete this subparagraph.

Subparagraph (g), lines 8 and 9: Delete "Cumulative . . . figures."

Subparagraph (3)(b): Delete this subparagraph.


JOSEPH H. McNinch, M.D.
Chief Medical Director

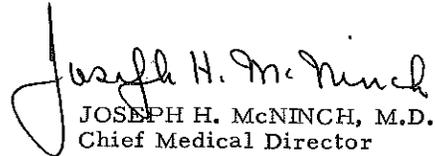
Distribution: Same as M-1, part V
FD

October 14, 1963

Part V, "Performance Standards," VA Department of Medicine and Surgery Manual M-1, "Operations," is changed as follows:

Pages 1-5 and 1-6: Remove these pages and substitute pages 1-5 and 1-6 attached. (Par. 1.06a(2) corrected to show component work units 241 and 251 included under reportable work unit 211.)

Page 1-17, paragraph 1.07c, "Work Unit Code" column, line 20: Delete "228" and insert "207".


JOSEPH H. McNINCH, M.D.
Chief Medical Director

Distribution: Same as M-1, part V,
FD

August 14, 1963

Part V, "Performance Standards," VA Department of Medicine and Surgery Manual M-1, "Operations," is changed as follows:

NOTE: The purpose of this change is to incorporate revised standards for inventory management.

✓ Page iii, paragraph 1a: Add the following:

"10-62-159

10-62-199".

✓ Page 1-2, paragraph 1.04, line 4: Delete "(134E)" and insert "(134F)".

✓ Pages 1-5 through 1-18: Remove these pages and substitute pages 1-5 through 1-18 attached. (Pars. 1.06a (1) and (2), b(2) and c, and 1.08 changed; par. 1.06a (1) and (3) and b(2) changed as directed by change 5; par. 1.07d changed as directed by change 1.)

✓ Page 1-20, paragraph 1.12c

Line 1: Delete "\$50" and insert "\$100".

Line 2: Delete "\$50" and insert "\$100".

✓ Page 1-22, paragraph 1.15

Subparagraph g(5)

Line 1: After "Manager" insert "or Director".

Line 2: After "Manager" delete period and insert "or Director."

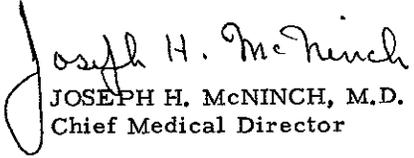
Subparagraph h(1), lines 4 through 6: Delete "At central point . . . are assigned."

✓ Pages 1-23 and 1-24: Remove these pages and substitute pages 1-23 and 1-24 attached. (Par. 1.15 h (1), (2) and (3) changed.)

✓ Page 1-25, paragraph 1.15h(4)(c)3

Line 1: Delete "\$50.00" and insert "\$100".

Line 2: Delete "\$50." and insert "\$100".


JOSEPH H. McNINCH, M.D.
Chief Medical Director

Distribution:

Same as M-1, Part V.

April 4, 1962

Part V, "Performance Standards," VA Department of Medicine and Surgery Manual M-1, "Operations," is changed as indicated below:

chgs ✓ Page 1-5, paragraph 1.06a(1), code 303: Delete "cash".

chgs ✓ Page 1-7, paragraph 1.06a(3), code 303: Delete "cash".

chgs ✓ Page 1-13, paragraph 1.06b

Subparagraph (2), code 251, Count: Delete "prepared for circularization." and insert "initially documented for disposal action."

Subparagraph (3), code 303, lines 1 and 4: Delete "cash".

chgs ✓ Page 1-14, paragraph 1.06b(3), code 311, Count: After "unposted." Add: "Each separate issue of subsistence, ward or administrative supplies consolidated on a credit issue voucher will be counted as one line item."

chgs ✓ Page 1-15, paragraph 1.06c, code 426, line 2: Delete "cash".

✓ Page 1-20, paragraph 1.13a, Standard: Delete "To be established." and insert "81.00 percent."

✓ Page 1-21, paragraph 1.13c, Standard: Delete "To be established." and insert "99.00 percent."

✓ Page 1-26, paragraph 1.17c, example, column "E": Delete "C - D" and insert "D - C".

Wm. Middleton
WILLIAM S. MIDDLETON, M. D.
Chief Medical Director

Distribution:

Same as M-1, Part V.

April 5, 1961

Part V, "Performance Standards," VA Department of Medicine and Surgery Manual
M-1, "Operations," is changed as follows:

Chg. ✓ Page 1-13, paragraph 1.06b(2), code 235, line 4: After "documents" delete period
and insert "received."

Chg. ✓ Page 1-16, paragraph 1.06c, code 438, line 1: Delete "includes" and insert "In-
cludes".

Chg. ✓ Page 1-23, paragraph 1.15h(1)(e), line 4: Delete "minue" and insert "minus".

Chg. ✓ Page 1-24a, paragraph 1.15h(4)(c)1, line 4: After "5" insert "working".

Wm. S. Middleton
WILLIAM S. MIDDLETON, M.D.
Chief Medical Director

Distribution:

Same as M-1, Part V.

March 6, 1961

Part V, "Performance Standards," VA Department of Medicine and Surgery Manual M-1, "Operations," is changed as follows:

chg 3 Page iii, paragraph 1a: Add "10-156, 1960".

Page 1-1, paragraph 1.01, line 2: Delete "avialable" and insert "available".

Page 1-4, paragraph 1.05p, line 3: After "management", delete "comma".

chg 6 Page 1-5, paragraph 1.06a(1), line 11: Delete "inviatations" and insert "invitations".

Page 1-6, paragraph 1.06a(2), line 5: Delete "flay" and insert "flag".

Page 1-11, paragraph 1.06b(2), code 222, line 9: Delete "Finance" and insert "Fiscal Division".

chg 6 Pages 1-13 through 1-16: Remove these pages and substitute pages 1-13 through 1-16 attached. (Par. 1.06c changed because of standards established for certain unmeasured activities; unmeasured code 438 redefined to include previous code 430; par. 1.07 changed to include determination of standard for Purchase and Contract Section based on Supply Division activity in patients' funds purchases rather than number of NP beds.)

chg 6 Page 1-17, Paragraph 1.07, add new subparagraph d as follows:

"d. The total man-hours allowed for Purchase and Contract Section will be increased by 5 percent to cover related activities."

chg 6 Page 1-18, Paragraph 1.08, add new subparagraph c as follows:

"c. The total man-hours allowed for Inventory Management Section will be increased by 14 percent to cover related activities."

Page 1-19, paragraph 1.09

Subparagraph "Decimal Hours Allowed Per Reportable Work Unit" column, line 2: Delete "1.73" and insert ".173".

Add new subparagraph d as follows:

"d. The total man-hours allowed for Storage and Distribution Section will be increased by 9 percent to cover related activities."

Page 1-20, paragraph 1.12a, line 3: After "5" add "working".

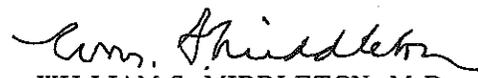
Pages 1-21 through 1-24: Remove these pages and substitute pages 1-21 through 1-24a attached. (Pars. 1.13c, 1.14b and 1.15 changed; quality standards amended to allow for obligation of funds; reporting instructions amended to include allowances for unmeasured activities and to change method of computing productivity.)

Page 1-25, paragraph 1.15h(4)(c)

Subparagraph 4, line 5: After "count" delete first "an" and insert "as".

Subparagraph 7, line 2: Delete "schedule" and insert "scheduled".

Pages 1-27 and 1-28: Remove these pages and substitute pages 1-27 through 1-28a attached. (Par. 1.17 e and f changed.)


WILLIAM S. MIDDLETON, M.D.
Chief Medical Director

Distribution:

Same as DM&S Manual M-1, Part V.