#### Department of Veterans Affairs M27-1, Part IV, Chapter 3

**Veterans Benefits Administration January 24, 2017**

**Washington, DC 20420**

#### Transmittal Sheet

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| Changes Included in This Revision | The table below describes the changes included in this revision of Benefits Assistance Service procedures manual, M27-1, Part IV, Chapter 3 “Systematic Analyses of Operations (SAO).”  ***Notes***:   * The term regional office (RO) also includes pension management center, where appropriate. * Minor editorial changes have also been made to * update incorrect or obsolete hyperlink references * update change date throughout document * update obsolete terminology, where appropriate * reassign alphabetical designations to individual blocks and repaginate, where necessary, to account for new and/or deleted blocks within a topic * correct grammatical and spelling errors * reorganize content within sections for better readability * clarify block labels and/or block text, and * bring the document into conformance with M27-1 standards. |

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| Reason(s) for the Change | Citation | Page(s) |
| * Block updated with new location within the chapter for required analysis topics | IV.3.3.a | IV-iii-4 |
| * Renamed section from “Schedule and Areas to be Covered” to “Schedule and Areas to be Reviewed” | IV.3.4 | IV-iii-5-7 |
| * Block updated with the following changes:   + Renamed block from “Public Contact and Outreach” to “Areas to be Reviewed – Public Contact and Outreach”   + Renamed activity type from “Direct Services” to “Client Services”   + Added the following analysis categories to the “Client Services” requirements:     - data from prior fiscal year (FY) local correspondence evaluations and/or FY to date     - proper handling and distribution of correspondence items     - quality error trend analysis     - recommendations or next steps   + Added the following analysis requirements to the “Outreach Programs” requirements:     - elderly Veterans     - tribal Veterans     - justice involved Veterans     - educationally disadvantaged Veterans     - rural Veterans     - survivor and dependents     - military sexual trauma     - Operation Enduring Freedom/Operation Iraqi Freedom(OEF/OIF)     - military     - lesbian, gay, bisexual, and transgender (LGBT) Veterans     - foreign Veterans   + Added new requirements for analysis of “Operational Controls”     - staffing levels/projections     - organization     - workload projections/production capacity     - training     - eBenefits proofing process     - performance evaluations     - recommendations or next steps | IV.3.4.b | IV-iii-5 - 6 |
| * Block updated with the following changes:   + Renamed block from “NCCs, NPCC, and NIRC SAO” to “Areas to be Reviewed – NCCs, NPCC, and NIRC”   + Renamed contact type from “Telephone Interviews” to “Client Interviews”   + Renamed section from “Timeliness” to “Correspondence Process” and added the following requirements to the section:     - correspondence quality     - correspondence timeliness controls/data from prior FY to date     - local correspondence evaluations from prior FY to date   + Added new requirements for analysis to the “Division Management” analysis requirements:     - availability analysis     - excluded time management     - supervisor call back requests | IV.3.4.c | IV-iii-6-7 |

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| Rescissions | None |

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| Authority | By Direction of the Principal Deputy Under Secretary for Benefits, Performing the Duties of the Under Secretary for Benefits |

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| Signature | /s/  Robert Carr, Acting Director  Benefits Assistance Service |
| Distribution | LOCAL REPRODUCTION AUTHORIZED |