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| **PART VIII. Program Oversight**  **SECTION A. VR&E Program Oversight and Internal Control** | |
| **CHAPTER 5. SYSTEMATIC ANALYSIS OF OPERATIONS** | |
| **Objectives** | After completion of this training, VR&E staff is expected to:  • Know the purpose and scope of analysis of an SAO.   * Understand the process for developing an SAO. * Understand the method for developing an SAO on VR&E contracting activities |
| **Contents** | Methodology  a. Components of an SAO  1. Selecting a Random Sample  2. Creating an Audit Trail  3. Collecting Data  4. Arraying Data  5. Determining Frequency of Analysis  6. Establishing Continuity of the Analysis-reporting Format  b. Reporting Format  1. References  2. Purpose  3. Requirements  4. Analysis  5. Findings  6. Conclusions  7. Actions and Recommendations  Scope of Analysis  a. Chapter 31  b. Debt Avoidance and Fiscal Control  c. Staff and Office Management  d. Other Program Areas  Guidelines for Executing an SAO  a. Chapter 31 – Vocational Rehabilitation  1. Initial Evaluation  2. Extended Evaluation  3. Employment Services  4. Independent Living Services  5. Inactive Cases  6. Case Closures  b. Debt Avoidance and Fiscal Control  1. Authorization of Subsistence Allowance  2. Authorization and Control of Program Costs  3. Contracting Activities  c. Staff and Office Management  1. Position Descriptions and Performance Standards  2. Staff Qualifications, Development and Training  3. Staff Configuration and Strength  4. Resource Allocation and Use  d. Other Program Areas  1. Motivation and Outreach  2. Other Program Benefits  3. Activities of the Vocational Rehabilitation Panel (VRP)  4. Administrative Reviews, Advisory Opinions, Appeals and Equitable Relief |
| **Appendices** | Appendix BI. Guidelines for Conducting SAO on VR&E Contracting Activities |
| **Exercises** | 1. What is the purpose of an SAO? 2. Describe the essential components of an SAO. 3. What are the critical elements that must be included in the SAO? Describe each. 4. What are the critical elements when conducting an SAO on contracting activities? Describe each. |
| **Rescissions** | Refer to VR&E Letter 28-14-05, Release of M28R, Part VIII, titled Program Oversight, which was released on November 27, 2013, or to the KMP in Policies & Guidance under the column ‘Rescinded’. |