

Management of Va: Implementing Strategic Management Process Would Improve Service to Veterans: Hrd-90-109



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U.S. Government Accountability Office (GAO)

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(Orval Halvorson III)

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Bibliogov, United States, 2013. Paperback. Book Condition: New. 246 x 189 mm. Language: English . Brand New Book ***** Print on Demand *****. GAO reviewed the Department of Veterans Affairs (VA) use of strategic management processes, focusing on: (1) lessons VA learned from past department-wide strategic management processes; and (2) the development of a flexible secretarial-level strategic management process that VA could adapt. GAO found that: (1) VA faced such significant management challenges as aging medical facilities, weaknesses in information and quality assurance management systems, and dramatic changes in the veteran population; (2) implementation and design flaws prevented a 1981 attempt to implement a strategic management process; and (3) a strategic management process could enable VA to manage change proactively and to avoid crisis management. GAO also found that key elements to a successful strategic management process included: (1) participation of key line managers in formulating the strategic direction for VA; (2) presentation of the strategic management process as a way to develop a clear future direction and shape the VA budget; (3) elevation of only key issues to the Secretary of Veterans Affairs attention; (4) shared understanding of future directions among the three major VA components, resulting in enhanced consistency between their day-to-day actions and VA objectives; (5) participation of such key external groups as Congress, veterans service organizations, and the Office of Management and Budget; (6) strong, sustained support from the Secretary to encourage the process acceptance into the VA organizational culture; and (7) close monitoring of the process s implementation process to ensure that it is properly carried out. In addition, GAO found that, in April 1990, VA established the Secretary s Strategic Management Process, a new integrated approach for planning and managing VA work.

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