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# NAVAL POSTGRADUATE SCHOOL Monterey, California

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## THESIS

An Examination of Current Navy Medical Professionals  
Management Oriented Service Short Courses

by

Alan Schachman Jr.

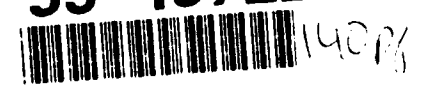
June, 1993

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An Examination of Current Navy Medical Professionals  
Management Oriented Service Short Courses

by

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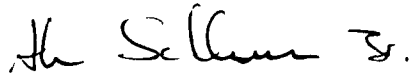
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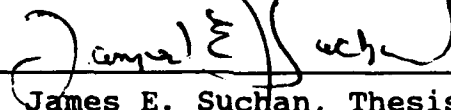
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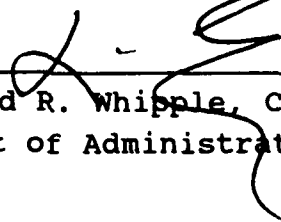
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**ABSTRACT**

This thesis describes and analyzes the Navy's service short courses available to medical professionals. The description covers course content (subjects being taught), describes contact hours (time a class is taught), and evaluates the depth and breadth of content. The information from each course is compared to the needs of a medical treatment facility (MTF) manager, as determined by the Naval Postgraduate School "Needs Assessment".

This examination shows that many Navy medical professional service short courses cover parts of the knowledge and skills needed to manage a medical treatment facility. The courses examined focus mainly on leadership and management skills. In order to more accurately describe and analyze these courses, obtaining more detailed information, observing the courses being taught, and interviewing course instructors is recommended.

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## **I. INTRODUCTION**

The managing of a medical treatment facility (MTF) is an increasingly complex and dynamic job. The issues of quality care, increasing medical costs, and declining defense dollars have contributed to this increased complexity. Managers of these facilities are attempting to control costs and improve quality of care while still meeting the needs and demands of patients. To do this job well, medical professionals need managerial as well as clinical skills.

### **A. BACKGROUND**

To ensure that Navy medical professionals develop managerial capabilities, the Bureau of Medicine and Surgery has entered into a partnership with the Naval Postgraduate School (NPS), Administrative Sciences Department. The objective of this partnership is for the Naval Postgraduate School to develop and offer an executive management education (EME) program aimed at prospective managers of a medical treatment facility.

For the Naval Postgraduate School to develop an executive management education program, many factors are being researched. One critical factor is the training and education currently being offered to Navy medical professionals.

## **B. OBJECTIVES**

This thesis will examine the military short courses available to Navy medical professionals. The courses examined are management oriented in a broad perspective. These courses provide a commanding officer or manager of a military medical treatment facility with a background in a variety of topics he/she may encounter in his/her job. Topics such as financial and material management, patient services administration, legal issues, plans and operations, medical intelligence, and leadership are examples of the variety of topics a commanding officer may need.

The objective of this research is to describe these courses in detail and compare them to the needs of military medical treatment facility managers.

## **C. RESEARCH QUESTIONS**

### **1. Primary:**

What is the current content, contact hours, and depth and breadth of the content in the courses examined?

### **2. Secondary:**

What is the correlation between the needs of a medical treatment facility manager and the findings of the primary research question?

## **D. SCOPE, LIMITATIONS AND ASSUMPTIONS**

### **1. Limitations**

This thesis limited its assessment to the military short courses available to Navy medical professionals for two reasons. First, course materials and information was easier to obtain from the military because it does not view information to be shared with other military commands as proprietary. The second, limitation was the time it would take to get information. Generally, getting information within the military is easier than trying to get information from civilian institutions where faculty may not only view information as proprietary but also may be slow to respond to requests for course information from military commands.

### **2. Scope**

The courses examined in this thesis are not the only courses available to medical professionals. However, they do represent courses that provide the majority of training and education that a medical treatment facility manager might receive from the military to help prepare for his/her job.

### **3. Courses Examined**

- Command NAVLEAD
- Senior NAVLEAD
- Intermediate NAVLEAD
- Management Development
- Medical Department Head

- Patient Administration
- Plans, Operations & Medical Readiness
- Strategic Medical Readiness & Contingency
- Total Force Manpower Management
- Senior Leaders Seminar in TQL
- Senior Officers Course in Military Justice
- Financial and Material Management
- Professional Military Comptroller
- Shore Station Command
- Interagency Institute for Federal Health Care Executives

#### **4. Assumptions**

The thesis's assumption is the use of contact hours as the baseline for comparison. Contact hours are also used to determine the depth and breadth of a course and its course topics. Contact hours is defined as the amount of time a particular subject is taught.

#### **E. METHODOLOGY**

Information on the courses was gathered from the commands that sponsored or taught the courses. To capture the incoming data a "standard form" was created that categorized and assigned contact hours to all the course contents. The categories that were used were taken from the survey; "Managing A Military Medical Treatment Facility: A Survey of

Educational Needs" which is APPENDIX A. The survey was constructed after the NPS team conducted a thorough "Needs Assessment" which will be discussed in Chapter II, Background. A few modifications to the survey were made to enhance data collection and will be discussed in Chapter III, Methodology. Once the standard form was completed for each course then comparisons and answers to the primary research question could be made. When the primary research questions were answered, correlations between the those findings and the needs of a medical treatment facility manager, as discovered in the "Needs Assessment," were made.

#### **F. ORGANIZATION OF STUDY**

Chapter II provides background information on the problems encountered by a medical treatment facility manager and the needs of the manager and how those needs were discovered from the needs assessment.

Chapter III discusses the methodology used for gathering the data, describes the process of creating the standard form used in gathering the data, and shows the method used to analyze the data. Assumptions used in analyzing the data to determine the primary and secondary research questions will be the final topic of Chapter III.

Chapter IV discusses and analyzes the data. This chapter also breaks the data down into a comparable and understandable form.



Chapter V summarizes the thesis. Conclusions and recommendations based on the analysis of the courses are presented. The final goal of this chapter is to highlight the strengths and possible weaknesses of the courses examined from the perspective of the responses to the "Needs Assessment."

## II. BACKGROUND

### A. HISTORICAL INFORMATION

Although the Navy Medical Department has historically promoted medical professionals into positions of increased leadership and management responsibility, BUMED has questioned whether the training and education these professionals have received is adequate to prepare them for the rigors of managing a dynamic and complex medical treatment facility. In fact as early as 1982 a formal training process had been proposed by the Vice Chief of Naval Operation, as a result of a Navy Inspector General report, which directed that medical department officers be given the opportunity to receive leadership training at critical points in their careers.[Ref. 1]

The result of the Navy Inspector General report was the creation of two short courses that could be tailored to meet the leadership and management requirements of Navy medical professionals. The first course was Leadership Management Education and Training (LMET, now called NAVLEAD). LMET was targeted for division officers, department heads, and commanding officers. The second course was to provide direct health care providers (physicians, nurses, dentists) in the

"first level" management jobs with basic management skills.[Ref. 2]

While LMET (NAVLEAD) has proven to be excellent courses to provide basic (generic) leadership skills, it has failed to meet the demanding managerial requirements for executives in a complicated and dynamic health care environment. A 1988 report from the Navy Medical Blue Ribbon Panel (BRP) attributed some of the failure to inadequate definition of the knowledge, skills and abilities required for each management level within Navy Medicine.[Ref. 3]

In addition to the NAVLEAD courses, there are other management-related courses to provide skills and abilities medical professionals may need. The following management-related courses are also available :

- Department Head
- Management Development
- Strategic Medical Readiness and Contingency
- Financial and Material Management

However, the following constraints make it difficult for a medical professional to attend all the available courses:

- Time available to attend the various courses
- Competition with professional continuing education requirements
- Operational commitments

- Command personnel requirements making time to attend unavailable
- Limited number of available seats for medical professionals

These constraints have resulted in a continuing need for a systematic program to prepare the medical professional for the demanding role they will face as MTF managers.

The (BRP) recommended that Navy Medicine "...develop leadership/management skills and training requirements for a formal command development process, and [formally] establish career paths for leadership positions [that require] experience." [Ref. 4] Further evidence of the need to formally develop medical professionals as managers of MTF's was provided by the House Appropriations Committee, with the Department of Defense Appropriations Bill, 1992, dated 4 June 1991. This Bill included a provision to ensure that no new medical facility commander vacancies can be filled with medical doctors unless they are trained, professional administrators. From this Bill steps were initiated by the Navy Medical Department to develop curricula to fulfill this mandate. [Ref. 5]

Finally development of an EME was, in essence, mandated when Section 8096 of the Fiscal Year 1992 Defense Appropriations Act stated that: "None of the funds appropriated in this Act may be used to fill commanders

positions at any military medical facility with a health care professional unless the prospective candidate can demonstrate professional administrative skills." [Ref. 6]

Faced with this need for systematic executive management training, the Bureau of Medicine and Surgery (BUMED) entered a partnership with the Naval Postgraduate School (NPS), Department of Administrative Sciences. The objective of this partnership is for the NPS to develop and offer an executive management education (EME) program aimed at prospective managers of medical treatment facilities.

## **B. NEEDS ASSESSMENT**

In developing an executive management education program, NPS is using a two-phase approach. [Ref. 7]

### **1. Phase I**

- Identify Navy Medicine's unique needs for executive management skills, knowledge and abilities (i.e., competencies).
- Translate those needs into education/skill requirements for current and prospective executives.

### **2. Phase II**

- Design, develop, and conduct customized programs in executive management which will provide managers in Navy Medical Facilities with a cost-

effective means of acquiring and reinforcing those competencies.

In phase I, a needs assessment, consisting of 80 interviews with senior medical department executives at 12 selected facilities on both coasts, was conducted. The results of those interviews, coupled with the insights from successful 'managed care' components in the civil sector and the Executive Medicine Quality Management Board (QMB), formed the basis for a survey questionnaire (Appendix A). The survey questionnaire was distributed to 720 Navy Medicine Executives, including all "sitting" COs, XOs and Directors and all those screened for CO and XO billets.[Ref. 8]

The questionnaire grouped interview responses into eight major managerial activity groups:

- Financial/ Resource Management
- Program Planning and Evaluation
- Decision Making/ Problem Solving
- Legal Issues
- Operational Management Issues
- Organizational Behavior
- Manpower and Human Resource Management
- Communications

The short courses targeted in this thesis will be analyzed based on the specific knowledge and skill competencies

reflected in each of these above-mentioned major groups. These knowledge and skill areas reflect competencies identified by the interviewees. Consequently, these skill and knowledge areas accurately reflect the needs of a MTF manager and thus provide the framework for analyzing the courses targeted in this thesis.

In many respects this thesis is part of the inventory process of the respondents' previous management development experience and education. The survey merely provided information on how many of the courses were attended by a respondent. This thesis provides the NPS faculty with information about what is taught in those courses. This information is necessary to prevent duplication and provide background knowledge before NPS can complete phase II of their program development.

### **C. RELATED DEVELOPMENTAL EFFORTS**

#### **1. Civilian**

In recent years civilian sector physician administrators have realized the need for managerial education because of increasing job complexity and diversity in the health care industry. While there are those who propose that management is generic, there have been five characteristics identified that make the health care industry unique:[Ref. 9]

- Individualized service
- Professionalism

- Extreme complexity
- A wide range of delivery facilities
- Financial reimbursement arrangements

This uniqueness has led the civilian sector to systematically educate their physician administrators. Furthermore, studies have shown that current physician administrators feel that formal management education is very important for future physician executives.[Ref. 10]

Several new graduate programs are targeting this group exclusively or partially, and many health administration and M.B.A. programs are marketing to physicians in management, while several M.D./M.B.A. programs are being developed in schools of medicine.[Ref. 11]

The approach by the NPS BUMED team to determine the needs (knowledge/skills and education) of a MTF manager is not unique. The Executive Development Project (EDP) by the Ontario Ministry of Health and the University of Toronto examined the specific needs of physicians in the area of management education, and the assessment of needs (knowledge/skills).[Ref. 12] The EDP team came up with what they called "program options" that are very similar to the managerial activity groups and specific knowledge and skill areas the NPS "Needs Assessment" developed.



## **2. DOD**

The Deputy Secretary of Defense in December of 1991 commissioned a task force in response to Section 8096 of the DOD Appropriations Act 1992 to: among other things, "...identify military commander unique skills and training requirements; identify skills and knowledge obtained by medical department personnel...."[Ref. 13] The results of the task force findings corroborated the specific knowledge and skill areas developed by NPS. This would lead one to believe that the managerial activity groups and knowledge and skill competencies identified are accurate and should be considered in developing a Navy Medical Department EME program.

### **D. CURRENT INFORMATION**

When the survey results were analyzed, it was apparent that many of the respondents had attended some but not all of the courses listed in Chapter I. This inconsistent attendance appears to reflect an "ad hoc" approach to management development. This approach does not appear to be a very efficient in the use of time and resources to train and educate managers. An integrated EME program could solve some of these problems.

Since the assessment of MTF managers' perceived needs has been completed, an investigation to see if the courses that are currently available to medical professionals can meet

those needs is a logical next step. How the investigation was conducted will be described in Chapter III. Methodology.

### **III. METHODOLOGY**

#### **A. INTRODUCTION**

The short courses listed in Chapter I have not been systematically examined to see if they are meeting the managerial competencies needed to manage a MTF. Due to the lack of previous systematic analysis, this thesis closely examines all of these courses. This chapter will cover the goals of the research method, the gathering of the data, processing the data, research assumptions, and limitations encountered in systematically analyzing the courses.

##### **1. Goals of Research Process**

The objective was to provide a detailed overview of these courses and compare them to the perceived managerial needs of MTF managers as determined by the "Needs Assessment" survey. In order to describe each course in detail and be systematic, a consistent measurement would have to be used to describe the depth of coverage of a topic and breadth of course material.

##### **2. Defining Depth and Breadth**

A decision was made that contact hours would be used to describe the depth of coverage of a particular topic. "Contact Hours" for the purpose of this thesis is the amount of time a topic was taught or presented in a particular

course. For example, if a course had a class that met from 0800 to 0950 with a ten minute break, 100 minutes or 1.67 hours would be assigned to that particular topic.

Based on the information contained in a course, the number of topics covered would define the breadth of course material. For example, if a course covered 50% the knowledge and skill competencies under the "Needs Assessment" 'Financial and Resources Management' group, a judgement ranging from extensive (highest), substantial, moderate, to cursory (lowest) about breadth could be made. This judgement is based on a percentage of the knowledge/skill competencies in a managerial activity group. Section D describes this measure in greater detail.

A qualitative dimension is also used, when necessary, to factor in the knowledge gained from examining each of the courses. For example, if based on percentages the breadth of a managerial activity group is determined to be extensive but all the individual topics examined have an individual depth of cursory, a judgement could be made that the overall breadth is only substantial.

### **3. Limitations**

This process was limited mainly by the quality of syllabi received for each course. Some of the syllabi did not provide sufficient detail on the course to easily assign the topics to a knowledge/skill competency. Judgement calls were

necessary to assign topic contact hours in many instances. Another factor was the time involved to get detailed descriptions on all courses in time to complete this thesis. Many courses had class schedules already made up; however, to get a detailed outline would have taken too much work and time for some of the commands providing the information.

#### **4. Best Case**

The ideal situation to produce the most accurate information would have been to gather not only the syllabi, but also the actual instructors notes for each class listed in the syllabus. This was not done because of:

- Time constraints, as mentioned above
- Information in some cases may have been looked upon as proprietary
- Not all instructors have detailed notes on each class
- Course varies from course offering to course offering
- Classes vary from instructor to instructor

With the above constraints, to get the actual best information one would actually have to attend all the courses to get the necessary information to do an optimum evaluation.

#### **B. GATHERING COURSE DATA**

Once we decided to use contact hours to describe the courses, then knowing how to ask for information on each particular course was relatively easy. The next step was to

determine where each course was taught and who could provide the necessary information about the course.

### 1. Locating the Courses

Locating the command that taught the courses so as to request additional information was very straightforward. Most courses were found in the U.S. Navy Medical Department Officer Career Guide. [Ref. 14]. The Naval School of Health Sciences (NSHS) at Bethesda, Maryland taught all of the courses except the following:

- Interagency Institute for Federal Health Care Executives (IIFHCE) at George Washington University.
- Senior Justice Course at Naval Justice School, RI.
- Professional Military Comptroller at Maxwell AFB.
- Senior Leaders Seminar (TQL) at NAB, Coronado.
- Total Force Manpower Management by BUPERS-51.
- Shore Station Command

Locating the Senior Leaders Seminar (TQL) course, which was not in the guidebook, was also simple. The Total Force Manpower Management Course (TFMMC) was a little more difficult to locate. The problem was the manpower management course listed in the survey (APPENDIX A) was not the course currently available and was not taught by the Naval School of Health Sciences as listed in the guidebook. After numerous

telephone calls, the TFMCC was located and determined to be the desired course for the analysis.

**2. Points of Contact**

***a. Naval School of Health Sciences***

Captain (Sel) F.R. Tittmann was the point of contact at the Naval School of Health Sciences and provided excellent information for the courses taught at NSHS.

***b. Interagency Institute For Federal Health Care Executives***

Doctor R. Southby, Chairman and Friesen Professor, Department of Health Services Management and Policy, George Washington University, provided the information on the Interagency Institute for Federal Health Care Executives.

***c. Professional Military Comptroller Course***

Commander MacIntosh at Maxwell AFB, provided very detailed information on the Professional Military Comptroller Course.

***d. Senior Leaders Seminar (TQL)***

The TQL administration office at the Naval Amphibious School, Coronado, provided the information on the Senior Leaders Seminar (TQL).

***e. Senior Justice Course***

Karen Jamison at the Naval Justice School provided the information on the Senior Justice Course.

***f. Total Force Manpower Management Course***

AZCS B. Devall at BUPERS-51 provided the information on the TFMMC.

***g. Shore Station Command Course***

The Washington Liaison Office, Chief of Naval Education and Training, provided the Shore Station Command Course information.

**C. ANALYZING COURSE DATA**

Most of the course syllabi received broke down each class day into a schedule of classes taught, some hour by hour, and others by topic with the amount of time for each class. Most syllabi also generally described each class, with some providing a very detailed description of what was actually taught in the class. However, some of the course syllabi were nothing more than a class schedule. When confronted with just a class schedule, it was difficult to assign each class period to a knowledge/skill competency. This required that judgement calls be made in assigning some of the contact hours for courses.

**1. Designing the "Standard Form"**

When syllabi started to arrive, a mechanism to capture the data that would be consistent, relevant to the research goals, and workable had to be designed. Through trial and error a "standard form" (APPENDIX B) was designed. This form was decided upon because it reflected the content of the



skills/competencies portion of the Needs Assessment Survey. Since the survey reflected the perceived needs of a MTF manager, we could then see how each course met those needs by capturing the individual course information on this form.

## **2. Assigning Contact Hours**

When we received course information, the following steps were used to assign contact hours to each skill/competency line item:

- Assign each lesson topic from the syllabi a line item number from the standard form.
- Determine any lesson topics that had multiple line item numbers.
- Determine the number of minutes each lesson topic with a line item number was taught.
- Assign the appropriate total number of minutes to each line item on the standard form and divide by 60 for total contact hours per line item.
- Print out completed form with totals for each managerial activity group and course total.

For example, given the following class schedule:

### Day Two

0730	Effective Writing
0820	Break
0830	Point Papers

0920 Break

First, "Effective Writing" and "Point Papers" would be assigned line item number 53, "writing effectively". Since neither topic has an additional applicable line item, fifty minutes would be assigned to each. If these topics were the only ones that fell under line item 53 for that course, that would total 100 minutes divided by sixty, which equals 1.67 contact hours for that line item.

*a. Problems Encountered*

One of the first problems encountered was the variation in data that was received. Some of the syllabi had a daily schedule that listed exact minutes a class was taught and break periods. Some listed only classes and hours taught, while other schedules did not list break periods in the class schedule.

Given this variation, it was decided that minutes would be used to capture each class since many classes were fifty minutes in length or had breaks for ten minutes each hour. For classes that did not list breaks an assumption was made that for any class two hours or more on a schedule, a ten minute break was given in the middle of the class. A three hour class, two breaks, and a four hour class, three breaks.

When a lesson topic or class description was not easily identifiable with a line item on the standard form, a three step process was used:

- Discuss the lesson first with Jim Suchan (Thesis Advisor) if the topic was management related or general in nature. Professor Suchan's area of expertise is in management. He is very knowledgeable in the areas concerning organizational behavior, communication, and decision making/ problem solving. Discuss the topic first with Ken Orloff (Thesis Advisor) if it was medical or other topic related. Ken Orloff has extensive background in Navy medicine, financial/resource management, programming/planning and evaluation, operations management, and manpower and human resources management.
- If after discussion with the first advisor, the topic area was still not identified with a line item on the standard form, the second advisor was consulted to see if he could identify a suitable line item for the topic.
- If we still had trouble assigning the topic to a line item, then a call back to the command to get more clarification on the content of the lesson was done.

#### **D. DATA OUTPUT**

Each of the courses listed in Chapter I has a corresponding completed form as part of APPENDIX C. The total hours listed on a form may not match the advertised or total hours for each course because not all lessons/classes presented in each course were relevant to this research and were not included in the final output. For example, classes such as course introductions and course administrative hours were not included.

Once all of the data had been transferred to the standard form, the first research question basically had been answered. The completed forms provided the current content, contact hours, and depth and breadth of each course. The second research question could also be examined using the completed forms for each course by identifying how much the courses covered the skills/competencies that were identified by the "Needs Assessment."

The next step was to analyze the completed forms to provide the information gathered into a usable and more understandable format for each course. Chapter IV provides this analysis.

##### **1. Data Output Assumptions**

As discussed earlier contact hours are used as the basis for defining depth. A relative range of depth was determined by using a four hour teaching module as a baseline.

This four hour heuristic (rule of thumb) was compared to course length to determine the percentage of the modules' portion for a course. This percentage would be in the range of substantial in most cases. A relative ranking of depth using this heuristic measure can then be assigned to the knowledge and skill competency area that a course covers. The following is the breakdown used in the evaluation:

- One week course: Extensive, above 12%; Substantial, 10% to 12%; Moderate, 6% to 10%; Cursory, below 6%.
- Two week course: Extensive, above 10%; Substantial, 8% to 10%; Moderate, 4% to 8%; Cursory, below 4%.
- Three week course: Extensive, above 8%; Substantial, 6% to 8%; Moderate, 2% to 6%; Cursory, below 2%.
- Four week course: Extensive, above 6%; Substantial, 4% to 6%; Moderate, 1% to 4%; Cursory, below 1%.
- Six week Course: Extensive, above 4%; Substantial, 3% to 4%; Moderate, 1% to 3%; Cursory, Below 1%.
- Twelve week course: Extensive, above 2%; Substantial, 1.5% to 2%; Moderate, 0.5% to 1.5%; Cursory, below 0.5%.

As briefly discussed earlier, the number of topics covered would define the breadth of a course. After an initial examination of the courses, it was evident that not many topics were covered in any given managerial activity group. For example, in the "Organizational Behavior"

managerial activity group, there is a possible 18 line items (knowledge/skill areas), and after initial examination most courses had less than nine line items covered (less than 50%). With such a low percentage of line items covered in most cases, reasonable percentages would have to be used in order to have a comparable spread, otherwise all rankings would be in the cursory category. The analysis of each managerial activity group used the following range of percentages:

- Extensive: above 50 percent.
- Substantial: 40 to 50 percent.
- Moderate: 30 to 40 percent.
- Cursory: below 30 percent.

For example, if four line items are covered in the "Financial and Resource Management" activity group, which has eight line items, fifty percent are covered and a ranking of "extensive" would initially be considered. However, in order to recognize the limitations in the breadth assignment methodology just described, individual depth rankings must be factored in as mentioned in section A. For example, if the above mentioned four line items were all in the cursory category an adjusted breadth ranking might be adjusted down to substantial, moderate, or cursory.

The next chapter will use portions of the completed "Standard Form" for each course to highlight the managerial activity groups with the most coverage. Depth of the

knowledge/skill competency areas covered and breadth of the managerial activity group will be discussed for each course.

## IV. ANALYSIS

### A. INTRODUCTION

This analysis covers each course listed in Chapter I, focusing on each course's main content. Course descriptions in this chapter are taken from the syllabi/data that was received for each course. The courses are grouped in four broad categories to consolidate managerial activity groups into broader related knowledge/skill areas. The four categories are:

- Leadership/Management
- Operations/Management Science
- Planning and Resource Management
- Legal

Several courses are in more than one category because of course content. Table 1 provides a matrix of the courses and their corresponding categories. An "X" is placed in Table 1 to denote the number of managerial activity groups discussed in that category for a particular course. Again, a managerial activity group is a grouping of knowledge/skill requirements as determined by the "Needs Assessment".

The analysis does not cover every managerial activity group for each course. An attempt was made to focus on the managerial activity groups that reflected the main theme of



each course. Judgement calls were made to pick which managerial activity groups would be analyzed if they were not clearly evident. A preponderance of contact hours in a managerial activity group was the criteria. For example, if four managerial activity groups had contact hours assigned to them but two of the managerial activity groups had twice as many contact hours (the preponderance), then those two would be used in the analysis.

**TABLE 1 MATRIX OF COURSES AND CATEGORIES**

Course	Leadership/Mgmt	Operations/Mgmt	Planning/Resource	Legal
Command NAVLEAD	X X			
Senior NAVLEAD	X X			
Intermediate NAVLEAD	X	X		
Management Development	X X			
Medical Department Head	X X		X	
Patient Administration	X	X	X	
Plans, Ops & Med. Readiness			X	
Strategic Med. Readiness			X	
Total Force Manpower Mgmt	X			
Senior Leaders Seminar TQL	X			
Senior Off., Military Justice				X
Financial & Material Mgmt		X	X	
Prof. Military Comptroller	X		X	
Shore Station Command	X X			
Interagency Institute	X		X	

The first category examined is general "Leadership/Management." This category encompasses the following three managerial activity groups:

- Organizational Behavior
- Communications
- Manpower and Human Resources Management

These groups do not define leadership/management but broadly embrace leadership and personnel management skills/knowledge.

The second category examined is "Operations/Management Science," which encompasses the following managerial activity groups:

- Decision Making/Problem Solving
- Operations Management Issues

Again, the above groups do not define operations/management science, but provide an overview of the targeted type of knowledge and skills required to manage a MTF.

The third category is "Planning and Resource Management," which includes the following managerial activity groups:

- Financial/Resource Management
- Programming, Planning and Evaluation

In order to properly program and plan, an understanding of financial and other available resources is necessary. Given this relationship, these two categories are grouped together.

The fourth category is "Legal". The managerial activity group "Legal Issues" does not fit well into any other category so a separate one was designated.

## B. LEADERSHIP/MANAGEMENT COURSES

### 1. Command NAVLEAD

The Command NAVLEAD course is two weeks long. Its aim is to develop the leadership and management skills of commanding officers and executive officers. The most significant knowledge/skill areas are in the Organizational Behavior and the Communications managerial activity groups.

Table 2 contains the Organizational Behavior (OB) managerial activity group data.

**TABLE 2 COMMAND NAVLEAD OB**

.33	33. Understanding the support requirements of the operating forces
2.00	34. Developing and communicating a vision for the command
	35. Empowering individuals and work groups
	36. Developing a non-parochial/ generalists perspective
	37. Building trust
	38. Managing change
2.75	39. Managing conflict
.50	40. Building Teamwork
1.00	41. Developing a positive organizational climate/ culture
	42. Motivating people
	43. Employing coordinating mechanisms (e.g. teams, task forces, ad hoc work groups)
	44. Developing subordinates: coaching, teaching, mentoring
1.25	45. Understanding the role/scope of the job of CO/XO
.50	46. Promoting innovation and risk taking behavior
.67	00. General
1.67	00.1 Leadership
9.58	00.2 Personal Development
1.67	00.3 TQM/L
21.9	TOTAL

Table 2 shows that the depth of coverage for 'personal development' is extensive, (encompassing 9.6 hours of the course, which is 20.4 percent; for a two week course 10.0 percent or above is considered extensive). The 'personal development' line item had topics such as Goal Setting, Goal Definition, a Fitness Report exercise, and a Learning Style Inventory.

Moderate depth is given to 'developing and communicating a vision for the command' (2.0 hours, 4.3 percent of the course). Moderate depth is also given to 'managing conflict' (2.75 hours, 5.9 percent). For a two week course, moderate depth of coverage is between four and eight percent. The rest of the topics covered are in the  cursory category (less than 4.0 percent).

The breadth of coverage for this managerial activity group is ranked as moderate. Even though more than 50 percent of the line items are covered (which defines extensive coverage), most individual line items are in the cursory category. Therefore, the breadth of coverage was assessed as moderate.

Table 3 contains the Communications (COM) managerial activity group data for Command NAVLEAD.

**TABLE 3    COMMAND NAVLEAD    COM**

	53. Writing effectively
.50	54. Giving positive and negative feedback
5.50	55. Delivering effective oral presentations

**TABLE 3 COMMAND NAVLEAD COM**

	56. Listening effectively
.33	57. Building and maintaining working and support relationships outside your institution
2.33	58. Representing the organization to external groups, (e.g. public relations functions)
	59. Fostering a climate of open communications
	60. Conducting meetings effectively
2.08	00. General
2.50	00.1 Influencing/ Persuading
13.2	TOTAL

Table 3 shows that the depth of coverage for 'delivering effective oral presentations' is extensive, (5.5 hours, 11.7 percent of the course). Moderate coverage is given to 'representing the organization to external groups' (2.33 hours, 5.0 percent), 'general' (2.1 hours, 4.4 percent), and 'influencing/persuading' (2.5 hours, 5.3 percent). The 'general' line item was mainly a "Captain's Call" exercise. Again, for a two week course, extensive coverage is defined as over ten percent of the course and moderate coverage is between four and eight percent.

The breadth of coverage for this managerial activity group is ranked as substantial. Even though 60 percent of the line items were covered (50 percent or more defines extensive), most line items fell in the moderate or cursory category. Therefore, the breadth of coverage was assessed as substantial (substantial falls between extensive and moderate).

## 2. Senior NAVLEAD

The Senior course is two weeks long. Its goal is to develop leadership and management skills, but it is targeted toward OICs, directors of hospital services, heads of major departments, and others having significant supervisory responsibilities. The most significant knowledge and skills identified in this course are in the OB and the COM activity groups.

Table 4 contains the OB activity group data.

**TABLE 4 SENIOR NAVLEAD OB**

	33. Understanding the support requirements of the operating forces
1.00	34. Developing and communicating a vision for the command
	35. Empowering individuals and work groups
	36. Developing a non-parochial/ generalists perspective
	37. Building trust
3.50	38. Managing change
.58	39. Managing conflict
1.33	40. Building Teamwork
	41. Developing a positive organizational climate/ culture
	42. Motivating people
	43. Employing coordinating mechanisms (e.g. teams, task forces, ad hoc work groups)
1.00	44. Developing subordinates: coaching, teaching, mentoring
1.33	45. Understanding the role/scope of the job of CO/XO
1.08	46. Promoting innovation and risk taking behavior
6.33	00. General
9.83	00.1 Leadership
5.25	00.2 Personal Development
	00.3 TQM/L
31.2	TOTAL

Table 4 shows extensive depth of coverage for 'general' (6.3 hours, 13.5 percent), 'leadership' (9.8 hours, 18.7 percent), and 'personal development' (5.3 hours, 10.0 percent). Extensive is assigned to topics with a coverage of more than 10.0 percent of the course. The 'general' line item had topics such as Introduction to Leadership and Management, and Success Factor Integration. The 'personal development' line item had topics such as Goal Setting, Expectations and Concerns, and a Kidney Transplant exercise (exploring personal values and prejudices in decision making).

Moderate coverage is given to 'managing change' (3.5 hours, 6.7 percent), where moderate is defined as coverage between 4.0 and 8.0 percent of a two week course.

The breadth of coverage for this managerial activity group is ranked as substantial. Even though 56 percent of the line items are covered (more than 50 percent defines extensive), most of the individual topics are in the moderate or cursory category. Therefore, the breadth of coverage was assessed as substantial.

Table 5 contains the COM managerial activity group data for Senior NAVLEAD.

**TABLE 5 SENIOR NAVLEAD COM**

	53. Writing effectively
3.17	54. Giving positive and negative feedback
1.83	55. Delivering effective oral presentations
1.25	56. Listening effectively
	57. Building and maintaining working and support relationships outside your institution

**TABLE 5 SENIOR NAVLEAD COM**

	58. Representing the organization to external groups, (e.g. public relations functions)
	59. Fostering a climate of open communications
	60. Conducting meetings effectively
.67	00. General
2.00	00.1 Influencing/ Persuading
8.92	TOTAL

Table 5 shows that the depth of coverage for 'giving positive and negative feedback' (3.2 hours, 6.0 percent) is moderate. Again, moderate is defined as between 4.0 and 8.0 percent for a two week course. The rest of the topics covered fall in the cursory category (below 4.0 percent).

The adjusted breadth of coverage for this managerial activity group is ranked as moderate. Again, even though 50 percent of the line items are covered (50 percent defining extensive), four of the five individual topics are in the cursory category; consequently, the breadth was assessed as moderate.

**3. Intermediate NAVLEAD**

The Intermediate course is two weeks long; it also develops leadership and management skills, but is targeted toward heads of small departments, division officers, and other supervisors at the 0-3/0-4 level. The most significant managerial activity group in the leadership/management category is OB.



Table 6 presents the OB activity group data for Intermediate NAVLEAD.

**TABLE 6 INTERMEDIATE NAVLEAD OB**

	33. Understanding the support requirements of the operating forces
	34. Developing and communicating a vision for the command
	35. Empowering individuals and work groups
	36. Developing a non-parochial/ generalists perspective
	37. Building trust
	38. Managing change
1.00	39. Managing conflict
2.58	40. Building Teamwork
	41. Developing a positive organizational climate/ culture
2.33	42. Motivating people
	43. Employing coordinating mechanisms (e.g. teams, task forces, ad hoc work groups)
.33	44. Developing subordinates: coaching, teaching, mentoring
	45. Understanding the role/scope of the job of CO/XO
	46. Promoting innovation and risk taking behavior
2.83	00. General
8.91	00.1 Leadership
3.50	00.2 Personal Development
	00.3 TQM/L
21.4	TOTAL

The depth of coverage for 'Leadership' (8.9 hours) is ranked extensive. 'building teamwork' (2.6 hours), 'motivating people' (2.3 hours), 'general' (2.8 hours), and 'personal development' (3.5 hours) are ranked as moderate. The 'general' line item was mainly the administration and discussion of the "Myers-Briggs Indicator."

The breadth of coverage for this group is moderate, since 39 percent of the line items are covered (30 to 40 percent defining moderate) and most of the individual line items are in the moderate category.

**4. Management Development**

The Management Development course is two weeks long. It is designed to provide basic management principles that apply to the Navy health care system. This course is primarily for officers whose duties have been clinical but are gaining more management responsibility. The targeted group is the 0-2/0-5 grades.

The most significant knowledge and skills are in the OB and Manpower & Human Resources Management (M&HRM) managerial activity groups.

Table 7 reflects the OB group data for Management Development.

**TABLE 7 MANAGEMENT DEVELOPMENT OB**

1.83	33. Understanding the support requirements of the operating forces
	34. Developing and communicating a vision for the command
	35. Empowering individuals and work groups
	36. Developing a non-parochial/ generalists perspective
	37. Building trust
	38. Managing change
	39. Managing conflict
1.33	40. Building Teamwork
	41. Developing a positive organizational climate/ culture
	42. Motivating people
1.00	43. Employing coordinating mechanisms (e.g. teams, task forces, ad hoc work groups)

**TABLE 7 MANAGEMENT DEVELOPMENT OB**

	44. Developing subordinates: coaching, teaching, mentoring
	45. Understanding the role/scope of the job of CO/XO
	46. Promoting innovation and risk taking behavior
	00. General
4.00	00.1 Leadership
6.67	00.2 Personal Development
.75	00.3 TQM/L
15.5	TOTAL

The depth of coverage for 'personal development' (6.7 hours) is ranked as extensive. The 'personal development' line item had topics such as: Time Management, Fitness Reports, and Stress Management. 'Leadership' (4.0 hours) is ranked as moderate. The other topics are in the cursory category. The breadth of coverage is ranked cursory. Even though 33% of the line items are covered (30% to 40% defining moderate), most of the individual line items are in the cursory category.

Table 8 contains the M&HRM activity group data.

**TABLE 8 MANAGEMENT DEVELOPMENT M&HRM**

3.67	47. Managing civilian personnel according to regulations and procedures
8.00	48. Managing military personnel according to regulations and procedures
	49. Evaluating manpower and staffing needs
	50. Managing labor relations(union negotiations, grievances, etc.)
	51. Managing multi-cultural diversity in the workplace
.83	52. Building a climate that promotes ethical practices in clinical and managerial operations
1.33	00. General
13.8	TOTAL

The depth of coverage for 'Managing military personnel...' (8.0 hours) is ranked extensive. 'Managing civilian personnel...' (3.7 hours) is ranked moderate. The breadth of coverage is assessed as substantial. Even though 57% of the line items are covered (above 50% defining extensive), most of the individual line items are in the moderate and cursory categories.

#### 5. Medical Department Head

The Medical Department Head course is a two week course. It provides senior-level management skill training to medical professionals who are primarily department heads. The targeted groups are 0-3/0-6's assigned to a department head position for less than a year or reporting to their first tour as a department head. The main knowledge and skill competencies are in OB and M&HRM.

Table 9 represents the OB managerial activity group data for the Medical Department Head Course.

**TABLE 9 MEDICAL DEPARTMENT HEAD OB**

	33. Understanding the support requirements of the operating forces
	34. Developing and communicating a vision for the command
	35. Empowering individuals and work groups
	36. Developing a non-parochial/ generalists perspective
	37. Building trust
	38. Managing change
1.33	39. Managing conflict
	40. Building Teamwork
	41. Developing a positive organizational climate/ culture
	42. Motivating people

**TABLE 9 MEDICAL DEPARTMENT HEAD OB**

	43. Employing coordinating mechanisms (e.g. teams, task forces, ad hoc work groups)
.83	44. Developing subordinates: coaching, teaching, mentoring
1.33	45. Understanding the role/scope of the job of CO/XO
	46. Promoting innovation and risk taking behavior
	00. General
2.25	00.1 Leadership
4.67	00.2 Personal Development
	00.3 TQM/L
10.4	TOTAL

The depth of coverage for 'personal development' (4.7 hours) is ranked substantial. 'Leadership' (2.3 hours) is ranked moderate. The other three topics covered are cursory. The breadth for this managerial activity group is cursory, since only 28% of the line items are covered and most individual line items are in the cursory category.

Table 10 contains the M&HRM group data for the Medical Department Head course.

**TABLE 10 MEDICAL DEPARTMENT HEAD M&HRM**

3.17	47. Managing civilian personnel according to regulations and procedures
3.17	48. Managing military personnel according to regulations and procedures
1.67	49. Evaluating manpower and staffing needs
	50. Managing labor relations (union negotiations, grievances, etc.)
	51. Managing multi-cultural diversity in the workplace
1.33	52. Building a climate that promotes ethical practices in clinical and managerial operations
1.50	00. General
10.8	TOTAL

The depth of coverage for 'managing civilian personnel...' and 'managing military personnel...' is moderate. The other topics covered are in the cursory category. Even though 71% of the line items are covered, the breadth for this group is assessed as substantial, because most of the individual line items are in the cursory or moderate category.

**6. Patient Administration**

The Patient Administration course is a four week course. It provides knowledge and skills for Medical Service Corps officers and senior enlisted in inpatient and outpatient services. The M&HRM group provides the focus for the Leadership/Management category.

Table 11 contains the M&HRM group data for the Patient Administration course.

**TABLE 11 PATIENT ADMINISTRATION M&HRM**

2.5	47. Managing civilian personnel according to regulations and procedures
10.8	48. Managing military personnel according to regulations and procedures
	49. Evaluating manpower and staffing needs
1.25	50. Managing labor relations(union negotiations, grievances, etc.)
	51. Managing multi-cultural diversity in the workplace
	52. Building a climate that promotes ethical practices in clinical and managerial operations
2.75	00. General
17.3	TOTAL

The depth of coverage for 'managing military personnel...' (10.8 hours) is ranked extensive. 'Managing civilian personnel...' (2.5 hours), 'managing labor relations'

(1.3 hours), and 'general' (2.75 hours) are all ranked as moderate in depth.

The breadth for this group is assessed as substantial. Even though 57% of the line items are covered, most individual line items are in the moderate category.

**7. Total Force Manpower Management**

This course is one week. It provides basic instruction in the technical aspects of managing manpower throughout the Navy. It is targeted primarily for MSCs and civilians. The knowledge and skills are focused in the M&HRM group for this course.

Table 12 provides the Total Force Manpower Management M&HRM activity group data.

**TABLE 12 TOTAL FORCE MANPOWER MANAGEMENT M&HRM**

	47. Managing civilian personnel according to regulations and procedures
	48. Managing military personnel according to regulations and procedures
9.00	49. Evaluating manpower and staffing needs
	50. Managing labor relations(union negotiations, grievances, etc.)
	51. Managing multi-cultural diversity in the workplace
	52. Building a climate that promotes ethical practices in clinical and managerial operations
11.0	00. General
20.0	TOTAL

The depth is ranked extensive for 'evaluating manpower and staffing needs' (9.0 hours) and 'general' (11.0 hours). The 'general' line item had technical manpower topics such as the "Activity Manpower Document" and the "Manual of Navy Total Force Manpower Policies and

Procedures." The breadth of group is ranked as cursory, since only 29% of the line items were covered.

**8. Senior Leader Seminar in TQL**

The Senior Leaders Seminar is one week course. It provides senior leaders with knowledge of Total Quality Leadership. The course time was all allocated to the 'TQM/L' (27.5 hours) in the OB group. The depth is ranked as extensive. No breadth is given for the OB group since the course is so narrowly focused.

**9. Professional Military Comptroller**

The Professional Military Comptroller course is six weeks. It's designed to broaden the knowledge and skills of comptrollers. The majority of the knowledge and skills are focused in the OB group for the Leadership/Management category.

Table 13 provides the Professional Military Comptroller Course OB group data.

**TABLE 13 PROFESSIONAL MILITARY COMPTROLLER OB**

	33. Understanding the support requirements of the operating forces
	34. Developing and communicating a vision for the command
	35. Empowering individuals and work groups
	36. Developing a non-parochial/ generalists perspective
	37. Building trust
4.00	38. Managing change
1.00	39. Managing conflict
.50	40. Building Teamwork



**TABLE 13 PROFESSIONAL MILITARY COMPTROLLER OB**

	41. Developing a positive organizational climate/ culture
1.50	42. Motivating people
4.00	43. Employing coordinating mechanisms (e.g. teams, task forces, ad hoc work groups)
	44. Developing subordinates: coaching, teaching, mentoring
2.00	45. Understanding the role/scope of the job of CO/XO
	46. Promoting innovation and risk taking behavior
7.00	00. General
6.00	00.1 Leadership
15.0	00.2 Personal Development
2.00	00.3 TQM/L
43.0	TOTAL

For depth, a ranking of extensive is given to 'personal development' (15.0 hours) and 'general' (7.0 hours). The 'general' line item had topics such as "Managing in the Future from an Organizational Perspective" and "Excellent Organizations." The 'personal development' line item had topics such as Burnout, Type "A" Behavior, Heart Attack Awareness, and Personal Fitness. A rank of substantial is given to 'managing change' (4.0 hours), 'employing coordinating mechanisms' (4.0 hours), and 'leadership' (6.0 hours). A rank of moderate is given to 'understanding the role/scope of the job of CO/XO' ( 2.0 hours). The remaining topics covered are in the cursory category.

The breadth of coverage for this managerial activity group is assessed at substantial. Even though 56% of the line items

were covered, most of the individual line item rankings are in the substantial, moderate, and cursory category.

**10. Shore Station Command for Prospective CO/XO**

The Shore Station Command (SSC) course is a three week course that provides the principles of managing a major shore establishment. It is targeted for prospective commanding/executive officers. The focus of knowledge and skills is in the OB and M&HRM groups.

Table 14 contains the SSC OB group data.

**TABLE 14 SHORE STATION COMMAND OB**

	33. Understanding the support requirements of the operating forces
	34. Developing and communicating a vision for the command
	35. Empowering individuals and work groups
	36. Developing a non-parochial/ generalists perspective
	37. Building trust
	38. Managing change
	39. Managing conflict
	40. Building Teamwork
	41. Developing a positive organizational climate/ culture
	42. Motivating people
	43. Employing coordinating mechanisms (e.g. teams, task forces, ad hoc work groups)
	44. Developing subordinates: coaching, teaching, mentoring
1.00	45. Understanding the role/scope of the job of CO/XO
	46. Promoting innovation and risk taking behavior
	00. General
4.33	00.1 Leadership
6.08	00.2 Personal Development
28.2	00.3 TQM/L
39.6	TOTAL

For depth, a rank of extensive is given to 'TQM/L' (28 hours). Based on syllabi comparison, this is substantially the same as the Senior Leaders Seminar course. A rank of Substantial is given to 'personal development' (6.1 hours). A rank of moderate is given to 'leadership' (4.3 hours). The breadth for this group is ranked cursory, since only 28% of the line items are covered.

Table 15 contains the Shore Station Command M&HRM group data.

**TABLE 15 SHORE STATION COMMAND M&HRM**

2.50	47. Managing civilian personnel according to regulations and procedures
4.17	48. Managing military personnel according to regulations and procedures
1.00	49. Evaluating manpower and staffing needs
4.25	50. Managing labor relations(union negotiations, grievances, etc.)
	51. Managing multi-cultural diversity in the workplace
1.42	52. Building a climate that promotes ethical practices in clinical and managerial operations
12.6	00. General
25.9	TOTAL

For depth, a rank of extensive is given to 'general' (12.6 hours). The 'general' line item included topics such as Child Care, MWR, Clubs, Family Services, and Equal Opportunity. A rank of substantial is given to 'managing military personnel...' (4.2 hours) and 'managing labor relations' (4.25 hours). A rank of moderate is given to 'managing civilian personnel...' (2.5 hours). The breadth of coverage for this group is ranked as extensive, since 86% of the line items are covered.

**11. Interagency Institute for Federal Health Care Executives (IIFHCE)**

This course is two weeks and taught at George Washington University. It provides an opportunity to discuss current issues in health care policy and management for senior Navy Medical Department officers in high visibility positions. This course focuses on OB group items for the Leadership/Management category.

Table 16 provides the IIFHCE OB group data.

**TABLE 16 IIFHCE OB**

	33. Understanding the support requirements of the operating forces
	34. Developing and communicating a vision for the command
	35. Empowering individuals and work groups
	36. Developing a non-parochial/ generalists perspective
	37. Building trust
	38. Managing change
	39. Managing conflict
	40. Building Teamwork
1.50	41. Developing a positive organizational climate/ culture
	42. Motivating people
	43. Employing coordinating mechanisms (e.g. teams, task forces, ad hoc work groups)
	44. Developing subordinates: coaching, teaching, mentoring
	45. Understanding the role/scope of the job of CO/XO
	46. Promoting innovation and risk taking behavior
4.50	00. General
3.00	00.1 Leadership
	00.2 Personal Development
1.50	00.3 TQM/L
10.5	TOTAL

For depth, a rank of extensive is given to 'general' (4.5 hours) due mainly to the lack of a detailed syllabus which prevented a more definitive categorizing of line items. A rank of moderate is given to 'leadership' (3.0 hours). The breadth of the OB group is ranked as Cursory, since only 22% of the line items were covered.

**C. OPERATIONS/MANAGEMENT SCIENCE COURSES**

**1. Intermediate NAVLEAD**

Section B.3 describes this course. Table 17 contains the Decision Making/Problem Solving managerial activity group (DM/PS) data for Intermediate NAVLEAD.

**TABLE 17 INTERMEDIATE NAVLEAD DM/PS**

1.45	13. Assessing the quality & usefulness of available information when faced with complex problems
1.12	14. Deciding the extent to which others should be included in decision making
11.4	15. Using decision making techniques/problem solving approaches and methods
	16. Using management information systems technologies to solve complex problems
	17. Using statistical tools in planning and day-to-day decision making
	18. Understanding the strengths & weaknesses of the statistical techniques that comptrollers use
	19. Understanding how information systems are designed to meet information needs
	20. Analyzing risks/ alternatives
	00. General
13.9	TOTAL

The depth is ranked as extensive for 'using decision making techniques/problem solving approaches and methods' (11.4 hours). The majority of class time for this line item is devoted to analyzing cases. The rest of the items covered

are cursory. The breadth of coverage for this activity group is ranked as cursory. Even though 33% of line items are covered, most are in the cursory category.

**2. Patient Administration**

Section B.6 describes this course. Table 18 reflects the Operations Management Issues (OM) managerial activity group data for the Patient Administration course.

**TABLE 18 PATIENT ADMINISTRATION OM**

	27. Understanding the impact of OSHA requirements on hospital operations
	28. Evaluating the merit of proposals to acquire new technology
	29. Understanding the opportunities & limitations of the DoD/DoN materials management system
	30. Overseeing equipment management programs
	31. Ensuring proper execution of security requirements for the physical plant
	32. Overseeing facilities management
15.1	00. General
15.1	TOTAL

The only line item in this group is the 'general' category and is ranked extensive. The 'general' line item covers topics such as Admissions, Decedent Affairs, and Patient Administration Automation. No breadth of coverage is given since only one line item is covered.

**3. Financial & Material Management Training**

This 12 week course provides a basic overview of financial and material management at all levels throughout DOD. The target group is Medical Service Corps personnel entering financial management or supply positions.

Table 19 provides the Financial & Material Management, OM managerial activity group data.

**TABLE 19 FINANCIAL & MATERIAL MANAGEMENT TRAINING OM**

6.0	27. Understanding the impact of OSHA requirements on hospital operations
	28. Evaluating the merit of proposals to acquire new technology
	29. Understanding the opportunities & limitations of the DoD/DoN materials management system
25.0	30. Overseeing equipment management programs
	31. Ensuring proper execution of security requirements for the physical plant
18.7	32. Overseeing facilities management
58.7	00. General
108.	TOTAL

For depth, a rank of extensive is given to 'overseeing equipment management programs' (25.0 hours), 'overseeing facilities management' (18.7 hours), and 'general' (58.7 hours). The 'general' line item had most of the topics in logistics support and material shipping and handling. A rank of substantial is given to 'understanding the impact of OSHA requirements...' (6.0 hours). The breadth of this activity group is ranked as extensive, since 57% of line items are covered and most are in the extensive category.

**D. PLANNING AND RESOURCE MANAGEMENT COURSES**

**1. Medical Department Head**

Section B.5 describes this course. Table 20 contains the Medical Department Head, Financial/Resource Management (F/RM) managerial activity group data.

**TABLE 20 MEDICAL DEPARTMENT HEAD F/RM**

	1. Interpreting financial statements
	2. Recognizing funding sources and limitations of their uses
	3. Evaluating operating(O&M,N) and capital(OP,N) budgets and monitoring their execution
1.33	4. Knowing resource mgmt. advantages and drawbacks of alternative health care delivery systems
	5. Maximizing benefits from third party payer reimbursements
6.67	6. Working with the procurement system
	7. Understanding cost-benefit analysis techniques
1.67	00. General
9.67	Total

For depth, a rank of extensive is given to 'working with the procurement system' (6.67 hours). The other topics are in the cursory category. The breadth of coverage is assessed as cursory. Even though 37% of the line items are covered, most are in the cursory category.

## 2. Patient Administration

Section B.6 describes this course. Table 21 contains the Patient Administration, F/RM managerial activity group data.

**TABLE 21 PATIENT ADMINISTRATION F/RM**

	1. Interpreting financial statements
	2. Recognizing funding sources and limitations of their uses
	3. Evaluating operating(O&M,N) and capital(OP,N) budgets and monitoring their execution
10.6	4. Knowing resource mgmt. advantages and drawbacks of alternative health care delivery systems
2.4	5. Maximizing benefits from third party payer reimbursements
1.25	6. Working with the procurement system
	7. Understanding cost-benefit analysis techniques
2.4	00. General
16.6	Total



For depth, a rank of extensive is given to 'knowing resource management advantages and drawbacks of alternative health care delivery systems' (10.6 hours). A rank of moderate is given to 'maximizing benefits from third party payer reimbursements' (2.4 hours), 'working with the procurement system' (1.3 hours), and 'general' (2.8 hours). The breadth of this activity group is assessed as substantial. Even though 50% of the line items are covered most are in the moderate category.

**3. Plans, Operations & Medical Readiness**

This two week course provides knowledge and skills required to plan, implement and monitor command readiness programs and coordinate command medical support for contingency operations. It is targeted for MSC officers and senior enlisted in medical mobilization planning, medical readiness training, and medical operational staff assignments.

Table 22 contains the Plans, Operations & Medical Readiness course, Programming, Planning & Evaluation (PP&E) managerial activity group data.

**TABLE 22 PLANS, OPERATIONS & MEDICAL READINESS PP&E**

11.1	8. Managing a planning process: using models & methods of both strategic & business planning
1.67	9. Understanding methods for evaluating the effectiveness and efficiency of various programs
1.67	10. Evaluating and applying market analysis strategies, including methods to analyze customer needs
	11. Employing quality improvement principles and methods
.83	12. Understanding the interrelationships of depts. & functions of military treatment facilities...
3.75	00. General
19.0	TOTAL

For depth, a rank of extensive is given for 'managing a planning process...' (11.1 hours). A rank of substantial is given to for 'general' (3.8 hours). The 'general' line item was mainly the PPBS process and the Joint Staff Mission. A rank of moderate is given to 'understanding methods for evaluating the effectiveness and efficiency of various programs' (1.7 hours), and 'evaluating and applying market analysis strategies...' (1.7 hours). The breadth for this category is ranked as extensive, since 83% of the line items are covered.

**4. Strategic Medical Readiness & Contingency**

This two week course provides knowledge and skills needed to meet performance responsibilities in the areas of fleet/force operational support and, in particular, contingency planning. The targeted group is senior medical department officers in top management billets related to operational medicine.

Table 23 contains the Strategic Medical Readiness & Contingency, PP&E managerial activity group data.

**TABLE 23 STRATEGIC MED. READINESS & CONTINGENCY PP&E**

6.67	8. Managing a planning process: using models & methods of both strategic & business planning
	9. Understanding methods for evaluating the effectiveness and efficiency of various programs
	10. Evaluating and applying market analysis strategies, including methods to analyze customer needs
	11. Employing quality improvement principles and methods
4.17	12. Understanding the interrelationships of depts. & functions of military treatment facilities...
8.75	00. Genera
19.5	

For depth, a rank of extensive is given to 'managing a planning process...' (6.7 hours), 'understanding the interrelationships of departments...' (4.2 hours), and 'general' (8.8 hours). The 'general' line item included topics such as "Congress and the DOD" and "JCS and OP-093." A rank of extensive is given for the breadth of this activity group, since 50% of the line items are covered and all are in the extensive category.

### 5. Financial & Material Management Training

Section C.3 describes this course. Table 24 contains the Financial & Material Management Training, F/RM managerial activity group data.

**TABLE 24 FINANCIAL & MATERIAL MGMT. TRAINING F/RM**

15.0	1. Interpreting financial statements
4.0	2. Recognizing funding sources and limitations of their uses
20.0	3. Evaluating operating(O&M,N) and capital(OP,N) budgets and monitoring their execution
3.33	4. Knowing resource mgmt. advantages and drawbacks of alternative health care delivery systems
15.0	5. Maximizing benefits from third party payer reimbursements
60.0	6. Working with the procurement system
	7. Understanding cost-benefit analysis techniques
86.0	00. General
203.	Total

For depth, a rank of extensive is given to 'interpreting financial statements' (15.0 hours), 'evaluating operating and capitol budgets...' (20.0 hours), 'maximizing benefits from third party payer reimbursements' (15.0 hours), 'working with the procurement system' (60.0 hours), and

'general' (86.0 hours). The 'general' line item contained many topics such as Allotment Accounting, Activity Group Costing, Full Cost Accounting, Obligation of Resources, Defense Business Operating Fund, Travel Management, and many other finance related topics.

A depth ranking of moderate is given to 'recognizing funding sources and limitations of their uses' (4.0 hours) and 'knowing resource management advantages and drawback of alternative health care delivery systems' (3.3 hours). A breadth ranking of extensive is given for this activity group, since 88% of the line items are covered and most are in the extensive category.

#### 6. Professional Military Comptroller

Section B.9 describes this course. Table 25 contains the Professional Military Comptroller, F/RM managerial activity group data.

**TABLE 25 PROFESSIONAL MILITARY COMPTROLLER F/RM**

1.00	1. Interpreting financial statements
7.00	2. Recognizing funding sources and limitations of their uses
10.0	3. Evaluating operating(O&M,N) and capital(OP,N) budgets and monitoring their execution
	4. Knowing resource mgmt. advantages and drawbacks of alternative health care delivery systems
	5. Maximizing benefits from third party payer reimbursements
4.00	6. Working with the procurement system
6.00	7. Understanding cost-benefit analysis techniques
52.0	00. General
80.0	Total

For depth, a ranking of extensive is given to 'recognizing funding sources and limitations of their uses' (7.0 hours), 'evaluating operating and capitol budgets and monitoring their execution' (10.0 hours), and 'general' (52.0 hours). The 'general' line item contained topics such as Accounting and Finance, Comptroller Philosophy, Introduction to Resource Management, Dynamics of Finance and Accounting, Current Financial Management Issues, and many other finance related topics.

A depth ranking of substantial is given to 'understanding cost-benefit analysis techniques' (6.0 hours). A depth ranking of moderate is given to 'working with the procurement system' (4.0 hours). Breadth is ranked as extensive for this activity group, since 75% of the line items are covered and most are in the extensive category.

**7. Interagency Institute for Federal Health Care Executives (IIFHCE)**

Section B.11 describes this course. Table 26 contains the IIFHCE, PP&E managerial activity group data.

**TABLE 26 IIFHCE PP&E**

	8. Managing a planning process: using models & methods of both strategic & business planning
	9. Understanding methods for evaluating the effectiveness and efficiency of various programs
3.00	10. Evaluating and applying market analysis strategies, including methods to analyze customer needs
	11. Employing quality improvement principles and methods
	12. Understanding the interrelationships of depts. & functions of military treatment facilities...
7.00	00. General
10.0	TOTAL

For depth, a ranking of extensive is given to 'general' (7.0 hours). The 'general' line item contains topics such as The Legislative Process and Health Care in the 21st Century. A depth ranking of moderate is given for 'evaluating and applying market analysis strategies...' (3.0 hours). The breadth for this activity group is ranked as moderate, since 33% of the line items are covered and most are in the moderate and extensive categories.

**E. LEGAL COURSES**

**1. Senior Officers Course in Military Justice**

The Senior Officers Course in Military Justice (SOCMJ) is one week. It familiarizes commanding officers, executive officers, and officers in charge with the Uniform Code of Military Justice and various other directives and policy matters relating to command legal responsibilities. Table 27 contains the SOCMJ, Legal Issues (LI) managerial activity group data.

**TABLE 27 SENIOR OFF. COURSE IN MILITARY JUSTICE LI**

1.67	21. Knowing what constitutes a violation of the UCMJ
3.33	22. Knowing what non-judicial punishments are available under the UCMJ
3.33	23. Initiating appropriate actions for UCMJ violations
3.33	24. Knowing administrative separation authority and procedures
3.33	25. Having a working knowledge of liability, both hospital and professional
	26. Having a working knowledge of environmental impact issues
13.3	00. General
28.2	TOTAL

For depth, a ranking of extensive is given to 'general' (13.3 hours). The 'general' line item contains topics such as Overview of Military Justice, Search and Seizure, Urinalysis/Drug Abuse, Self-Incrimination, and Problems of the Convening Authority.

A depth ranking of substantial is given to 'knowing what non-judicial punishments are available under the UCMJ' (3.3 hours), 'initiating appropriate actions for UCMJ violations' (3.3 hours), 'knowing administrative separation authority and procedures' (3.3 hours), and 'having a working knowledge of liability...' (3.3 hours).

A depth ranking of moderate is given to 'knowing what constitutes a violation of the UCMJ' (1.7 hours). Breadth for this activity group is ranked extensive, since 86% of the line items are covered and most are in the substantial category.

#### **F. ANALYSIS CONCLUSION**

The analysis in this chapter attempted to provide an overview and focus to the courses listed in Chapter I by structuring course data into both a comparable and more manageable form. The next chapter will summarize the thesis, make conclusions about the research questions, and make general and specific recommendations regarding the results of the thesis.

## **V. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **A. RESEARCH QUESTIONS**

The Naval Postgraduate School (NPS) in conjunction with BUMED is developing an executive management education (EME) program. One factor in developing this program is an understanding of current training and education (short courses) being offered to Navy medical professionals.

The objective of this research was to describe the short courses in detail and compare them to the needs of a medical treatment facility (MTF) manager as determined by data from the NPS "Needs Assessment." The two research questions were:

- What are the current content, contact hours, and depth and breadth of content in the courses examined?
- What is the correlation between the needs of a medical treatment facility manager and the answers to the primary research question?

The scope of the research was limited to the courses listed in Chapter I for two reasons:

- Course materials and information from the military was not viewed as proprietary; therefore, this information was easier to obtain.



- The leadtime to secure information from sources outside the military was prohibitive.

## **B. LITERATURE REVIEW**

There has been limited research on the specific kinds of education/training a medical executive needs to manage a MTF. However, a Canadian team and a DOD task force researched this area and found similar education/training requirements to manage a MTF. These requirements are similar to those listed in the NPS "Needs Assessment."

The Navy has also recognized the need for more managerial education/training of its medical professionals. A 1982 Navy Inspector General report, a 1988 Navy Medical Blue Ribbon Panel report, and finally Section 8096 of the Fiscal Year 1992 Defense Appropriations Act all recommended more managerial education/training for medical professionals.

## **C. METHODOLOGY**

### **1. Standard Form**

A "Standard Form" (APPENDIX B) was created, that reflected the knowledge/skill competencies identified by the NPS "Needs Assessment." The "Standard Form" had 71 line items; these line items reflected specific knowledge/skill competencies, and were divided into eight managerial activity groups.

## **2. Contact Hours**

"Contact Hours" showed the amount of time each course devoted to each knowledge/skill competency. Difficulty in assigning "Contact Hours" to line items on the "Standard Form" was due to the quality of syllabi received for the courses examined. Absent sufficient detail needed to readily assign "Contact Hours" to line items, subject matter experts were consulted and reasoned judgements were made to make accurate assessments.

## **3. Depth and Breadth**

"Contact Hours" were also used to determine the depth of a particular topic's coverage; the number of line items within a managerial activity group indicated breadth. In addition, depth for line items and breadth for managerial activity groups were each rated either as extensive, substantial, moderate, or cursory for comparison. Depth ratings were used to compare the amount of coverage of a line item among the courses. Breadth ratings were used to compare the number of line items covered by a course within a managerial activity group, to the total number of line items in that managerial activity group.

A limitation to the rating process occurred when breadth for an activity group was rated as extensive or substantial, but the depths of individual line items were rated lower. This problem was solved by comparing the depth

rating of individual line items to the breadth rating. For example, if most of the depth ratings were two categories lower than breadth, the breadth rating was lowered one category.

#### **D. RESULTS AND THEIR SIGNIFICANCE**

To facilitate analysis, each course was divided into the following categories with managerial activity groups assigned to each category.

- Leadership/Management
- Operations/Management Science
- Planning and Resource Management
- Legal

Each course was briefly introduced then discussed through use of spot tables taken from the completed "Standard Form." The depth of each line item with "Contact Hours" in a managerial activity group was rated and discussed. Next, the breadth of that managerial activity group was discussed and rated. When all courses had been analyzed, general trends and patterns could be seen and observations made.

##### **1. Trends and Patterns**

After examining each course, 11 of the 15 courses examined were found to focus mainly on leadership and management education/training. The most prevalent managerial activity groups were Organizational Behavior (OB) and Communications (COM). Within the OB group, line items for

'Personal Development' and 'Leadership' had extensive or substantial depth ratings. The breadth ratings for the OB group across the courses were mostly substantial.

Seven of the 15 courses focused on planning and resource management. The managerial activity groups were evenly split between Financial/Resource Management (F/RM) and Programming, Planning & Evaluation (PP&E). However, depth and breadth ratings varied throughout the F/RM and PP&E groups.

The following courses did a very thorough job of covering the technical/administrative duties within a medical treatment facility.

- Financial & Material Management
- Professional Military Comptroller
- Senior Leaders Seminar in TQL
- Total Force Manpower Management
- Senior Officers Course in Military Justice

These courses did not significantly fall into any one category but were spread throughout the remaining three categories. These courses mostly had extensive depth and breadth ratings where their course focus was concerned.

#### **E. RECOMMENDATIONS**

There are three recommendations:

- Observe the courses being taught.
- Obtain instructors notes and complete detailed course outlines.

- Interview course instructors.

The above recommendations would provide the necessary detail to very accurately assign "Contact Hours" to line items. The recommendations would also give the researcher a better understanding of the depth and breadth of course and topic coverage as well as an understanding of the pedagogy used in instruction. This would eliminate as much as possible the limitations discussed in this thesis.

## **APPENDIX A**

### **SURVEY QUESTIONNAIRE**

This Appendix is a copy of the survey questionnaire that was discussed in Chapter II, Background. This survey was provided by Adj. Research Professor Ken Orloff at the Naval Postgraduate School, Monterey, California.

## **MANAGING A MILITARY MEDICAL TREATMENT FACILITY: A SURVEY OF EDUCATIONAL NEEDS**

This survey is designed to assess your perception of the knowledge and ability required to effectively manage health care facilities, now and in the future. We will use the results of the survey to design executive management education programs.

The survey is based on the views and beliefs of over 100 Navy Medical Department executive managers, elicited through interviews and a pretesting process. As a result, survey questions represent management knowledge and abilities that were most frequently expressed as necessary for managing medical treatment facilities.

Your responses to this survey will become part of the aggregate of responses from others currently serving in executive management positions throughout the Navy Medical Department. The combined results will allow us to quantify the importance of each management skill area.

All information gathered by this survey will be collated, in the aggregate, for statistical use only. The anonymity of each survey participant is assured since no need exists, and no effort will be made, to identify the participants.

Please do the following:

1. Follow the instructions provided in the survey.
2. Complete this survey within **five (5) working days**.
3. Return your completed survey in the pre-addressed envelope provided for that purpose.

If you have any questions, contact Adj. Research Professor Ken Orloff at (408) 646-3339 or (DSN) 878-3339.

**Thank you for your participation.**

# MANAGING A MILITARY MEDICAL TREATMENT FACILITY - PART I

This survey has two purposes. It is designed to measure:

- 1) Your current level of managerial skills.
- 2) Your perception of the required level of skills for an executive in your role.

Using the scale, rate each of the following managerial activities in terms of your current level of knowledge or ability. A "0" indicates that you have no knowledge or ability in this area. A rating of "1" to "3" indicates a low level of knowledge or ability, a rating of "4" to "7" indicates a moderate level, and a rating of "8" to "10" indicates a high level. Use the numbers within a category to indicate your position more precisely. (Put your ratings in the column labeled "Current Skill Level.")

Then, using the same scale, rate the same managerial activities in terms of the required level of knowledge or ability necessary to function effectively as an executive in your role. (Put your rating in the column labeled "Required Skill Level.")



<u>CURRENT SKILL LEVEL</u>	<u>REQUIRED SKILL LEVEL</u>	<u>FINANCIAL/RESOURCE MANAGEMENT</u>
_____	_____	1. Interpreting financial statements, e.g., OPTAR, MEPR, NC2199, etc.
_____	_____	2. Recognizing funding sources and limitations of their uses.
_____	_____	3. Evaluating operating (O&M,N) and capital (OP,N) budgets and monitoring their execution.
_____	_____	4. Knowing the resource management advantages and drawbacks of alternative health care delivery systems.
_____	_____	5. Maximizing benefits from third party payer (e.g., insurance companies) reimbursements.
_____	_____	6. Working with the procurement system (negotiating, contracting, evaluating bids, acquiring goods and services).
_____	_____	7. Understanding cost-benefit analysis techniques (make or buy decisions, cost-effective trade-offs).
_____	_____	<u>PROGRAM PLANNING AND EVALUATION</u>
_____	_____	8. Managing a planning process: using models and methods of both strategic and business planning.
_____	_____	9. Understanding methods for evaluating the effectiveness and efficiency of various programs.
_____	_____	10. Evaluating and applying market analysis strategies, including methods to analyze customer needs.
_____	_____	11. Employing quality improvement principles and methods.



## MANAGING A MILITARY MEDICAL TREATMENT FACILITY - PART I



CURRENT SKILL LEVEL    REQUIRED SKILL LEVEL


12. Understanding the interrelationships of departments and functions of military treatment facilities, i.e., the systems perspective.

**DECISION MAKING/PROBLEM SOLVING**

13. Assessing the quality and usefulness of available information when faced with complex problems.

14. Deciding the extent to which others should be included in decision making.

15. Using decision making techniques/problem solving approaches and methods.

16. Using management information systems technologies to solve complex problems.

17. Using statistical tools in planning and day-to-day decision making.

18. Understanding the strengths and weaknesses of the statistical techniques that comptrollers or quality assurance analysts most often use.

19. Understanding how information systems are designed to meet information needs.

20. Analyzing risks/alternatives.

**LEGAL ISSUES**

21. Knowing what constitutes a violation of the Uniform Code of Military Justice (UCMJ).

22. Knowing what non-judicial punishments are available under the UCMJ.

23. Initiating appropriate actions for UCMJ violations.

24. Knowing administrative separation authority and procedures.

25. Having a working knowledge of liability, both hospital and professional.

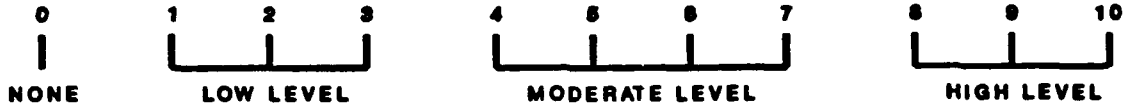
26. Having a working knowledge of environmental impact issues.

## MANAGING A MILITARY MEDICAL TREATMENT FACILITY - PART I



<u>CURRENT SKILL LEVEL</u>	<u>REQUIRED SKILL LEVEL</u>	<u>OPERATIONS MANAGEMENT ISSUES</u>
_____	_____	27. Understanding the impact of OSHA requirements on hospital operations.
_____	_____	28. Evaluating the merit of proposals to acquire new technology.
_____	_____	29. Understanding the opportunities and limitations of the DoD/DoN materials management system.
_____	_____	30. Overseeing equipment management programs.
_____	_____	31. Ensuring proper execution of security requirements for the physical plant.
_____	_____	32. Overseeing facilities management.
_____	_____	<u>ORGANIZATIONAL BEHAVIOR</u>
_____	_____	33. Understanding the support requirements of the operating forces.
_____	_____	34. Developing and communicating a vision for the command.
_____	_____	35. Empowering individuals and work groups.
_____	_____	36. Developing a non-parochial/generalist perspective.
_____	_____	37. Building trust.
_____	_____	38. Managing change.
_____	_____	39. Managing conflict.
_____	_____	40. Building teamwork.
_____	_____	41. Developing a positive organizational climate/culture.
_____	_____	42. Motivating people.
_____	_____	43. Employing coordinating mechanisms (e.g., teams, task forces, ad hoc work groups).
_____	_____	44. Developing subordinates: coaching, teaching, mentoring.

**MANAGING A MILITARY MEDICAL TREATMENT FACILITY - PART I**



**CURRENT SKILL LEVEL**    **REQUIRED SKILL LEVEL**

\_\_\_\_\_

45. Understanding the role/scope of the job of CO/XO.

\_\_\_\_\_

46. Promoting innovation and risk taking behavior.

**MANPOWER AND HUMAN RESOURCE MANAGEMENT**

\_\_\_\_\_

47. Managing civilian personnel according to regulations and procedures.

\_\_\_\_\_

48. Managing military personnel according to regulations and procedures.

\_\_\_\_\_

49. Evaluating manpower and staffing needs.

\_\_\_\_\_

50. Managing labor relations (union negotiations, grievances, etc.)

\_\_\_\_\_

51. Managing multi-cultural diversity in the workplace.

\_\_\_\_\_

52. Building a climate that promotes ethical practices in clinical and managerial operations.

**COMMUNICATION**

\_\_\_\_\_

53. Writing effectively.

\_\_\_\_\_

54. Giving positive and negative feedback.

\_\_\_\_\_

55. Delivering effective oral presentations.

\_\_\_\_\_

56. Listening effectively.

\_\_\_\_\_

57. Building and maintaining working and support relationships outside your institution.

\_\_\_\_\_

58. Representing the organization to external groups, e.g., public relations functions.

\_\_\_\_\_

59. Fostering a climate of open communication.

\_\_\_\_\_

60. Conducting meetings effectively.



## MANAGING A MILITARY MEDICAL TREATMENT FACILITY - PART II

In addition to the "managerial skill level" questionnaire you have just completed, please provide the demographic data and management education information requested below.

This information is part of the data collection effort and will be collated, in the aggregate, for statistical use only. The anonymity of each survey participant is assured since no need exists and no effort will be made to identify individuals participating in this survey.

---

**Instructions:** Please check only those blocks that apply in your individual case and legibly complete any other information in the underlined spaces provided for that purpose.

(1) **Demographic Data** - blocks involving subspecialty codes should be completed only where codes are formally assigned to you as an individual.

(2) **Management Education/Training** - check only those courses/programs you have successfully completed.

---

### DEMOGRAPHIC DATA

1. Rank: \_\_\_\_\_
2. Gender:    Male        Female
3. Designator:        21xx        23xx        Other \_\_\_\_\_  
                           22xx        29xx
4. Subspecialties:                   \_\_\_\_\_       \_\_\_\_\_       \_\_\_\_\_  
(List by code if known)
5. Length of active commissioned service: Years \_\_\_\_\_ Months \_\_\_\_\_
6. Degrees completed:        Bachelors - Major \_\_\_\_\_  
                                   Masters - Major \_\_\_\_\_  
                                   Doctorate - Major \_\_\_\_\_
7. Current position/title \_\_\_\_\_
8. Facility Size: Beds (Set-up): \_\_\_\_\_  
    Outpatient Visits (annual): \_\_\_\_\_  
    Teaching Hospital:    Yes        No  
                                  Family Practice Residency Only    Yes        No
9. Time served in current position:  
     Less than 6 months                6-12 months                Greater than 36 months  
     12-24 months                    24-36 months
10. Total months service (past and present) in Commanding Officer billets: \_\_\_\_\_  
    Total months service (past and present) in Executive Officer billets: \_\_\_\_\_
11. Years in current geographical location: \_\_\_\_\_
12. Number of prior managerial positions: \_\_\_\_\_  
(managerial = >50% of time involved in managerial (non-clinical) tasks)
13. Years service in managerial positions: \_\_\_\_\_

**MANAGEMENT EDUCATION/TRAINING BACKGROUND**

**DOD Postgraduate Education Programs**

- Armed Forces Staff College
  - Industrial College of the Armed Forces
  - Naval Postgraduate School
    - Financial Management
    - Manpower Planning, Training, Analysis
    - Information Systems Management
    - Operations Research
    - Logistics
  - Army-Baylor University
  - Naval War College
    - Command and Staff
    - Naval Warfare
  - Marine Corps Command and Staff College
  - Other Intermediate/Senior Service Schools: \_\_\_\_\_
- 

**Other Traditional Undergraduate/Graduate Management Programs**

- MHA
- MPH
- MBA
- BS (HCA)
- BBA
- Other \_\_\_\_\_

**Non-Traditional Postgraduate/Executive Management Programs**

- Univ Wisconsin - Madison (MS Admin Medicine)
- Physicians in Management (PIM) Series, ACPE
- Management Education for Physicians (MEP), ACMGA
- Univ North Carolina - Kron Scholar Program
- Cornell Univ - Health Executives Development Program
- Johnson & Johnson - Wharton Fellows Program for Nurses
- Estes Park Institute (annual seminar)
- Other \_\_\_\_\_

## **MANAGING A MILITARY MEDICAL TREATMENT FACILITY - PART II**

### **MANAGEMENT EDUCATION/TRAINING BACKGROUND (cont)**

#### **Service Short Courses**

- Prospective Commanding Officer/Executive Officer
- Interagency Institute for Federal Health Care Executives
- Leader Development (LMET)
  - Command
  - Senior
  - Intermediate
- Strategic Medical Readiness and Contingency
- Management Development
- Financial & Material Management
- Patient Services Administration
- Plans, Operations and Medical Intelligence
- Manpower Management
- Professional Military Comptroller
- Senior Leaders Seminar (TQL)
- Other \_\_\_\_\_

### **MANAGEMENT CERTIFICATION/ FELLOWSHIP**

- ABMM (Board Certified)
- ACHE (Fellow)
- ACMGA (Fellow)
- ACPE (Fellow)
- AAMA (Fellow)
- Other \_\_\_\_\_

**Thank you for your participation in this study. Results will form an integral part of research efforts directed at identifying the knowledge and skills needed to effectively manage health care facilities, now and in the future.**

**Please return your completed survey (both Parts I & II) in the envelope provided for that purpose to the following address:**

**SUPERINTENDENT Code AS/Or  
Naval Postgraduate School  
Monterey, CA 93943-5000**

## **APPENDIX B**

### **STANDARD FORM**

This Appendix is a copy of the "Standard Form" that was created to capture contact hours and reflect the content of the skills/competencies portion of the survey.



**Course: "STANDARD FORM"**

**Managerial Activity Group**

**Hours      Knowledge/Skill**  
***Financial/Resource Management***

	1. Interpreting financial statements
	2. Recognizing funding sources and limitations of their uses
	3. Evaluating operating(O&M,N) and capital(OP,N) budgets and monitoring their execution
	4. Knowing resource mgmt. advantages and drawbacks of alternative health care delivery systems
	5. Maximizing benefits from third party payer reimbursements
	6. Working with the procurement system
	7. Understanding cost-benefit analysis techniques
	00. General
0.00	Total

***Programing Planning & Evaluation***

	8. Managing a planning process: using models & methods of both strategic & business planning
	9. Understanding methods for evaluating the effectiveness and efficiency of various programs
	10. Evaluating and applying market analysis strategies, including methods to analyze customer needs
	11. Employing quality improvement principles and methods
	12. Understanding the interrelationships of depts. & functions of military treatment facilities...
	00. Genera
0.00	TOTAL

***Decision Making/Problem Solving***

	13. Assessing the quality & usefulness of available information when faced with complex problems
	14. Deciding the extent to which others should be included in decision making
	15. Using decision making techniques/problem solving approaches and methods
	16. Using management information systems technologies to solve complex problems
	17. Using statistical tools in planning and day-to-day decision making
	18. Understanding the strengths & weaknesses of the statistical techniques that comptollers use
	19. Understanding how information systems are designed to meet information needs
	20. Analyzing risks/ alternatives
	00. General
0.00	TOTAL

### **Legal Issues**

	21. Knowing what constitutes a violation of the UCMJ
	22. Knowing what non-judicial punishments are available under the UCMJ
	23. Initiating appropriate actions for UCMJ violations
	24. Knowing administrative separation authority and procedures
	25. Having a working knowledge of liability, both hospital and professional
	26. Having a working knowledge of environmental impact issues
	00. General
0.00	TOTAL

### **Operations Management Issues**

	27. Understanding the impact of OSHA requirements on hospital operations
	28. Evaluating the merit of proposals to acquire new technology
	29. Understanding the opportunities & limitations of the DoD/DoN materials management system
	30. Overseeing equipment management programs
	31. Ensuring proper execution of security requirements for the physical plant
	32. Overseeing facilities management
	00. General
0.00	TOTAL

### **Organizational Behavior**

	33. Understanding the support requirements of the operating forces
	34. Developing and communicating a vision for the command
	35. Empowering individuals and work groups
	36. Developing a non-parochial/ generalists perspective
	37. Building trust
	38. Managing change
	39. Managing conflict
	40. Building Teamwork
	41. Developing a positive organizational climate/ culture
	42. Motivating people
	43. Employing coordinating mechanisms (e.g. teams, task forces, ad hoc work groups)
	44. Developing subordinates: coaching, teaching, mentoring
	45. Understanding the role/scope of the job of CO/XO

	46. Promoting innovation and risk taking behavior
	00. General
	00.1 Leadership
	00.2 Personal Development
	00.3 TQM/L

***Manpower & Human Resources Mgmt.***

	47. Managing civilian personnel according to regulations and procedures
	48. Managing military personnel according to regulations and procedures
	49. Evaluating manpower and staffing needs
	50. Managing labor relations(union negotiations, grievances, etc.)
	51. Managing multi-cultural diversity in the workplace
	52. Building a climate that promotes ethical practices in clinical and managerial operations
	00. General
0.00	TOTAL

***Communications***

	53. Writing effectively
	54. Giving positive and negative feedback
	55. Delivering effective oral presentations
	58. Listening effectively
	57. Building and maintaining working and support relationships outside your institution
	58. Representing the organization to external groups, (e.g. public relations functions)
	59. Fostering a climate of open communications
	60. Conducting meetings effectively
	00. General
	00.1 Influencing/ Persuading
0.00	TOTAL

	<b>GRAND TOTAL</b>
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## **APPENDIX C**

### **COMPLETED STANDARD FORMS OF EACH COURSE**

This Appendix provides a completed form for each course examined. The courses are in the following order:

- Command NAVLEAD
- Senior NAVLEAD
- Intermediate NAVLEAD
- Management Development
- Medical Department Head
- Patient Administration
- Plans, Operations & Medical Readiness
- Strategic Medical Readiness & Contingency
- Total Force Manpower Management
- Senior Leaders Seminar in TQL
- Senior Officers Course in Military Justice
- Financial and Material Management
- Professional Military Comptroller
- Share Station Command
- Interagency Institute for Federal Health Care Executives

**Course: Command NAVLEAD**

**Managerial Activity Group**

**Hours      Knowledge/Skill**  
***Financial/Resource Management***

	1. Interpreting financial statements
	2. Recognizing funding sources and limitations of their uses
	3. Evaluating operating(O&M,N) and capital(OP,N) budgets and monitoring their execution
	4. Knowing resource mgmt. advantages and drawbacks of alternative health care delivery systems
	5. Maximizing benefits from third party payer reimbursements
	6. Working with the procurement system
	7. Understanding cost-benefit analysis techniques
2.00	00. General
2.00	Total

***Programming Planning & Evaluation***

1.50	8. Managing a planning process: using models & methods of both strategic & business planning
	9. Understanding methods for evaluating the effectiveness and efficiency of various programs
	10. Evaluating and applying market analysis strategies, including methods to analyze customer needs
1.00	11. Employing quality improvement principles and methods
1.00	12. Understanding the interrelationships of depts. & functions of military treatment facilities...
	00. Genera
3.50	TOTAL

***Decision Making/Problem Solving***

	13. Assessing the quality & usefulness of available information when faced with complex problems
	14. Deciding the extent to which others should be included in decision making
	15. Using decision making techniques/problem solving approaches and methods
	16. Using management information systems technologies to solve complex problems
	17. Using statistical tools in planning and day-to-day decision making
	18. Understanding the strengths & weaknesses of the statistical techniques that comptrollers use
	19. Understanding how information systems are designed to meet information needs
	20. Analyzing risks/ alternatives
4.50	00. General
4.50	TOTAL

(COMMAND NAVLEAD)

**Legal Issues**

	21. Knowing what constitutes a violation of the UCMJ
1.83	22. Knowing what non-judicial punishments are available under the UCMJ
	23. Initiating appropriate actions for UCMJ violations
	24. Knowing administrative separation authority and procedures
	25. Having a working knowledge of liability, both hospital and professional
	26. Having a working knowledge of environmental impact issues
	00. General
1.83	TOTAL

**Operations Management Issues**

	27. Understanding the impact of OSHA requirements on hospital operations
	28. Evaluating the merit of proposals to acquire new technology
	29. Understanding the opportunities & limitations of the DoD/DoN materials management system
	30. Overseeing equipment management programs
	31. Ensuring proper execution of security requirements for the physical plant
	32. Overseeing facilities management
	00. General
0.00	TOTAL

**Organizational Behavior**

.33	33. Understanding the support requirements of the operating forces
2.00	34. Developing and communicating a vision for the command
	35. Empowering individuals and work groups
	36. Developing a non-parochial/ generalists perspective
	37. Building trust
	38. Managing change
2.75	39. Managing conflict
.50	40. Building Teamwork
1.00	41. Developing a positive organizational climate/ culture
	42. Motivating people
	43. Employing coordinating mechanisms (e.g. teams, task forces, ad hoc work groups)
	44. Developing subordinates: coaching, teaching, mentoring

(COMMAND NAVLEAD)

1.25	45. Understanding the role/scope of the job of CO/XO
.50	46. Promoting innovation and risk taking behavior
.67	00. General
1.67	00.1 Leadership
9.58	00.2 Personal Development
1.67	00.3 TQM/L
21.9	TOTAL

**Manpower & Human Resources Mgmt.**

	47. Managing civilian personnel according to regulations and procedures
	48. Managing military personnel according to regulations and procedures
	49. Evaluating manpower and staffing needs
	50. Managing labor relations(union negotiations, grievances, etc.)
	51. Managing multi-cultural diversity in the workplace
	52. Building a climate that promotes ethical practices in clinical and managerial operations
	00. General
0.00	TOTAL

**Communications**

	53. Writing effectively
.50	54. Giving positive and negative feedback
5.50	55. Delivering effective oral presentations
	56. Listening effectively
.33	57. Building and maintaining working and support relationships outside your institution
2.33	58. Representing the organization to external groups, (e.g. public relations functions)
	59. Fostering a climate of open communications
	60. Conducting meetings effectively
2.08	00. General
2.50	00.1 Influencing/ Persuading
13.2	TOTAL

47	GRAND TOTAL
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**Course: Senior NAVLEAD**

**Managerial Activity Group**

**Hours      Knowledge/Skill**  
***Financial/Resource Management***

	1. Interpreting financial statements
	2. Recognizing funding sources and limitations of their uses
	3. Evaluating operating(O&M,N) and capital(OP,N) budgets and monitoring their execution
	4. Knowing resource mgmt. advantages and drawbacks of alternative health care delivery systems
	5. Maximizing benefits from third party payer reimbursements
	6. Working with the procurement system
	7. Understanding cost-benefit analysis techniques
6.83	00. General
6.83	Total

***Programming Planning & Evaluation***

	8. Managing a planning process: using models & methods of both strategic & business planning
	9. Understanding methods for evaluating the effectiveness and efficiency of various programs
	10. Evaluating and applying market analysis strategies, including methods to analyze customer needs
1.00	11. Employing quality improvement principles and methods
	12. Understanding the interrelationships of depts. & functions of military treatment facilities...
1.50	00. Genera
2.50	TOTAL

***Decision Making/Problem Solving***

	13. Assessing the quality & usefulness of available information when faced with complex problems
	14. Deciding the extent to which others should be included in decision making
	15. Using decision making techniques/problem solving approaches and methods
	16. Using management information systems technologies to solve complex problems
	17. Using statistical tools in planning and day-to-day decision making
	18. Understanding the strengths & weaknesses of the statistical techniques that comptollers use
	19. Understanding how information systems are designed to meet information needs
	20. Analyzing risks/ alternatives
	00. General
0.00	TOTAL



(SENIOR NAVLEAD)

***Legal Issues***

	21. Knowing what constitutes a violation of the UCMJ
	22. Knowing what non-judicial punishments are available under the UCMJ
	23. Initiating appropriate actions for UCMJ violations
	24. Knowing administrative separation authority and procedures
	25. Having a working knowledge of liability, both hospital and professional
	26. Having a working knowledge of environmental impact issues
	00. General
0.00	TOTAL

***Operations Management Issues***

	27. Understanding the impact of OSHA requirements on hospital operations
	28. Evaluating the merit of proposals to acquire new technology
	29. Understanding the opportunities & limitations of the DoD/DoN materials management system
	30. Overseeing equipment management programs
	31. Ensuring proper execution of security requirements for the physical plant
	32. Overseeing facilities management
	00. General
0.00	TOTAL

***Organizational Behavior***

	33. Understanding the support requirements of the operating forces
1.00	34. Developing and communicating a vision for the command
	35. Empowering individuals and work groups
	36. Developing a non-parochial/ generalists perspective
	37. Building trust
3.50	38. Managing change
.58	39. Managing conflict
1.33	40. Building Teamwork
	41. Developing a positive organizational climate/ culture
	42. Motivating people
	43. Employing coordinating mechanisms (e.g. teams, task forces, ad hoc work groups)
1.00	44. Developing subordinates: coaching, teaching, mentoring
1.33	45. Understanding the role/scope of the job of CO/XO

(SENIOR NAVLEAD)

1.08	46. Promoting innovation and risk taking behavior
6.33	00. General
9.83	00.1 Leadership
5.25	00.2 Personal Development
	00.3 TQM/L
31.2	TOTAL

**Manpower & Human Resources Mgmt.**

	47. Managing civilian personnel according to regulations and procedures
	48. Managing military personnel according to regulations and procedures
	49. Evaluating manpower and staffing needs
	50. Managing labor relations(union negotiations, grievances, etc.)
	51. Managing multi-cultural diversity in the workplace
	52. Building a climate that promotes ethical practices in clinical and managerial operations
3.00	00. General
3.00	TOTAL

**Communications**

	53. Writing effectively
3.17	54. Giving positive and negative feedback
1.83	55. Delivering effective oral presentations
1.25	56. Listening effectively
	57. Building and maintaining working and support relationships outside your institution
	58. Representing the organization to external groups, (e.g. public relations functions)
	59. Fostering a climate of open communications
	60. Conducting meetings effectively
.67	00. General
2.00	00.1 Influencing/ Persuading
8.92	TOTAL

52.5	GRAND TOTAL
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**Course: Intermediate NAVLEAD**

**Managerial Activity Group**

**Hours      Knowledge/Skill**  
***Financial/Resource Management***

	1. Interpreting financial statements
	2. Recognizing funding sources and limitations of their uses
	3. Evaluating operating(O&M,N) and capital(OP,N) budgets and monitoring their execution
	4. Knowing resource mgmt. advantages and drawbacks of alternative health care delivery systems
	5. Maximizing benefits from third party payer reimbursements
	6. Working with the procurement system
	7. Understanding cost-benefit analysis techniques
	00. General
0.00	Total

***Programming Planning & Evaluation***

2.00	8. Managing a planning process: using models & methods of both strategic & business planning
3.83	9. Understanding methods for evaluating the effectiveness and efficiency of various programs
	10. Evaluating and applying market analysis strategies, including methods to analyze customer needs
1.50	11. Employing quality improvement principles and methods
	12. Understanding the interrelationships of depts. & functions of military treatment facilities...
	00. Genera
7.33	TOTAL

***Decision Making/Problem Solving***

1.45	13. Assessing the quality & usefulness of available information when faced with complex problems
1.12	14. Deciding the extent to which others should be included in decision making
11.4	15. Using decision making techniques/problem solving approaches and methods
	16. Using management information systems technologies to solve complex problems
	17. Using statistical tools in planning and day-to-day decision making
	18. Understanding the strengths & weaknesses of the statistical techniques that comptollers use
	19. Understanding how information systems are designed to meet information needs
	20. Analyzing risks/ alternatives
	00. General
13.9	TOTAL

(INTERMEDIATE NAVLEAD)

***Legal Issues***

	21. Knowing what constitutes a violation of the UCMJ
	22. Knowing what non-judicial punishments are available under the UCMJ
	23. Initiating appropriate actions for UCMJ violations
	24. Knowing administrative separation authority and procedures
	25. Having a working knowledge of liability, both hospital and professional
	26. Having a working knowledge of environmental impact issues
	00. General
0.00	TOTAL

***Operations Management Issues***

	27. Understanding the impact of OSHA requirements on hospital operations
	28. Evaluating the merit of proposals to acquire new technology
	29. Understanding the opportunities & limitations of the DoD/DoN materials management system
	30. Overseeing equipment management programs
	31. Ensuring proper execution of security requirements for the physical plant
	32. Overseeing facilities management
	00. General
0.00	TOTAL

***Organizational Behavior***

	33. Understanding the support requirements of the operating forces
	34. Developing and communicating a vision for the command
	35. Empowering individuals and work groups
	36. Developing a non-parochial/ generalists perspective
	37. Building trust
	38. Managing change
1.00	39. Managing conflict
2.58	40. Building Teamwork
	41. Developing a positive organizational climate/ culture
2.33	42. Motivating people
	43. Employing coordinating mechanisms (e.g. teams, task forces, ad hoc work groups)
.33	44. Developing subordinates: coaching, teaching, mentoring
	45. Understanding the role/scope of the job of CO/XO

(INTERMEDIATE NAVLEAD)

	46. Promoting innovation and risk taking behavior
2.83	00. General
8.91	00.1 Leadership
3.50	00.2 Personal Development
	00.3 TQM/L
21.4	TOTAL

**Manpower & Human Resources Mgmt.**

	47. Managing civilian personnel according to regulations and procedures
	48. Managing military personnel according to regulations and procedures
	49. Evaluating manpower and staffing needs
	50. Managing labor relations(union negotiations, grievances, etc.)
	51. Managing multi-cultural diversity in the workplace
	52. Building a climate that promotes ethical practices in clinical and managerial operations
	00. General
0.00	TOTAL

**Communications**

5.83	53. Writing effectively
	54. Giving positive and negative feedback
1.17	55. Delivering effective oral presentations
	56. Listening effectively
	57. Building and maintaining working and support relationships outside your institution
	58. Representing the organization to external groups, (e.g. public relations functions)
	59. Fostering a climate of open communications
	60. Conducting meetings effectively
	00. General
	00.1 Influencing/ Persuading
7.00	TOTAL

50	GRAND TOTAL
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**Course: Management Development**

Managerial Activity Group

Hours

Knowledge/Skill

***Financial/Resource Management***

	1. Interpreting financial statements
	2. Recognizing funding sources and limitations of their uses
	3. Evaluating operating(O&M,N) and capital(OP,N) budgets and monitoring their execution
	4. Knowing resource mgmt. advantages and drawbacks of alternative health care delivery systems
	5. Maximizing benefits from third party payer reimbursements
	6. Working with the procurement system
	7. Understanding cost-benefit analysis techniques
2.67	00. General
2.67	Total

***Programming Planning & Evaluation***

	8. Managing a planning process: using models & methods of both strategic & business planning
	9. Understanding methods for evaluating the effectiveness and efficiency of various programs
	10. Evaluating and applying market analysis strategies, including methods to analyze customer needs
1.83	11. Employing quality improvement principles and methods
	12. Understanding the interrelationships of depts. & functions of military treatment facilities...
	00. Genera
1.83	TOTAL

***Decision Making/Problem Solving***

.83	13. Assessing the quality & usefulness of available information when faced with complex problems
.83	14. Deciding the extent to which others should be included in decision making
.83	15. Using decision making techniques/problem solving approaches and methods
1.33	16. Using management information systems technologies to solve complex problems
	17. Using statistical tools in planning and day-to-day decision making
	18. Understanding the strengths & weaknesses of the statistical techniques that comptrollers use
	19. Understanding how information systems are designed to meet information needs
	20. Analyzing risks/ alternatives
2.18	00. General
6.00	TOTAL

(MANAGEMENT DEVELOPMENT)

*Legal Issues*

	21. Knowing what constitutes a violation of the UCMJ
	22. Knowing what non-judicial punishments are available under the UCMJ
	23. Initiating appropriate actions for UCMJ violations
	24. Knowing administrative separation authority and procedures
	25. Having a working knowledge of liability, both hospital and professional
	26. Having a working knowledge of environmental impact issues
2.17	00. General
2.17	TOTAL

*Operations Management Issues*

	27. Understanding the impact of OSHA requirements on hospital operations
	28. Evaluating the merit of proposals to acquire new technology
3.50	29. Understanding the opportunities & limitations of the DoD/DoN materials management system
	30. Overseeing equipment management programs
	31. Ensuring proper execution of security requirements for the physical plant
	32. Overseeing facilities management
3.17	00. General
6.67	TOTAL

*Organizational Behavior*

1.83	33. Understanding the support requirements of the operating forces
	34. Developing and communicating a vision for the command
	35. Empowering individuals and work groups
	36. Developing a non-parochial/ generalists perspective
	37. Building trust
	38. Managing change
	39. Managing conflict
1.33	40. Building Teamwork
	41. Developing a positive organizational climate/ culture
	42. Motivating people
1.00	43. Employing coordinating mechanisms (e.g. teams, task forces, ad hoc work groups)
	44. Developing subordinates: coaching, teaching, mentoring
	45. Understanding the role/scope of the job of CO/XO

(MANAGEMENT DEVELOPMENT)

	46. Promoting innovation and risk taking behavior
	00. General
4.00	00.1 Leadership
6.67	00.2 Personal Development
.75	00.3 TQM/L
15.5	TOTAL

*Manpower & Human Resources Mgmt.*

3.67	47. Managing civilian personnel according to regulations and procedures
8.00	48. Managing military personnel according to regulations and procedures
	49. Evaluating manpower and staffing needs
	50. Managing labor relations(union negotiations, grievances, etc.)
	51. Managing multi-cultural diversity in the workplace
.83	52. Building a climate that promotes ethical practices in clinical and managerial operations
1.33	00. General
13.8	TOTAL

*Communications*

3.00	53. Writing effectively
1.33	54. Giving positive and negative feedback
	55. Delivering effective oral presentations
	56. Listening effectively
	57. Building and maintaining working and support relationships outside your institution
	58. Representing the organization to external groups, (e.g. public relations functions)
	59. Fostering a climate of open communications
	60. Conducting meetings effectively
1.83	00. General
	00.1 Influencing/ Persuading
6.16	TOTAL

65	GRAND TOTAL
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**Course: Medical Department Head**

**Managerial Activity Group**

**Hours**

**Knowledge/Skill**

***Financial/Resource Management***

	1. Interpreting financial statements
	2. Recognizing funding sources and limitations of their uses
	3. Evaluating operating(O&M,N) and capital(OP,N) budgets and monitoring their execution
1.33	4. Knowing resource mgmt. advantages and drawbacks of alternative health care delivery systems
	5. Maximizing benefits from third party payer reimbursements
6.67	6. Working with the procurement system
	7. Understanding cost-benefit analysis techniques
1.67	00. General
9.67	Total

***Programming Planning & Evaluation***

	8. Managing a planning process: using models & methods of both strategic & business planning
1.50	9. Understanding methods for evaluating the effectiveness and efficiency of various programs
	10. Evaluating and applying market analysis strategies, including methods to analyze customer needs
3.58	11. Employing quality improvement principles and methods
.83	12. Understanding the interrelationships of depts. & functions of military treatment facilities...
	00. Genera
5.91	TOTAL

***Decision Making/Problem Solving***

	13. Assessing the quality & usefulness of available information when faced with complex problems
	14. Deciding the extent to which others should be included in decision making
	15. Using decision making techniques/problem solving approaches and methods
3.17	16. Using management information systems technologies to solve complex problems
	17. Using statistical tools in planning and day-to-day decision making
	18. Understanding the strengths & weaknesses of the statistical techniques that comptrollers use
	19. Understanding how information systems are designed to meet information needs
	20. Analyzing risks/ alternatives
	00. General
3.17	TOTAL

(MEDICAL DEPARTMENT HEAD)

**Legal Issues**

	21. Knowing what constitutes a violation of the UCMJ
	22. Knowing what non-judicial punishments are available under the UCMJ
	23. Initiating appropriate actions for UCMJ violations
	24. Knowing administrative separation authority and procedures
.42	25. Having a working knowledge of liability, both hospital and professional
	26. Having a working knowledge of environmental impact issues
3.50	00. General
3.92	TOTAL

**Operations Management Issues**

1.67	27. Understanding the impact of OSHA requirements on hospital operations
	28. Evaluating the merit of proposals to acquire new technology
	29. Understanding the opportunities & limitations of the DoD/DoN materials management system
3.50	30. Overseeing equipment management programs
	31. Ensuring proper execution of security requirements for the physical plant
1.50	32. Overseeing facilities management
	00. General
6.67	TOTAL

**Organizational Behavior**

	33. Understanding the support requirements of the operating forces
	34. Developing and communicating a vision for the command
	35. Empowering individuals and work groups
	36. Developing a non-parochial/ generalists perspective
	37. Building trust
	38. Managing change
1.33	39. Managing conflict
	40. Building Teamwork
	41. Developing a positive organizational climate/ culture
	42. Motivating people
	43. Employing coordinating mechanisms (e.g. teams, task forces, ad hoc work groups)
.83	44. Developing subordinates: coaching, teaching, mentoring
1.33	45. Understanding the role/scope of the job of CO/XO

(MEDICAL DEPARTMENT HEAD)

	46. Promoting innovation and risk taking behavior
	00. General
2.25	00.1 Leadership
4.67	00.2 Personal Development
	00.3 TQM/L
10.4	TOTAL

*Manpower & Human Resources Mgmt.*

3.17	47. Managing civilian personnel according to regulations and procedures
3.17	48. Managing military personnel according to regulations and procedures
1.67	49. Evaluating manpower and staffing needs
	50. Managing labor relations(union negotiations, grievances, etc.)
	51. Managing multi-cultural diversity in the workplace
1.33	52. Building a climate that promotes ethical practices in clinical and managerial operations
1.50	00. General
10.8	TOTAL

*Communications*

1.58	53. Writing effectively
1.33	54. Giving positive and negative feedback
	55. Delivering effective oral presentations
	56. Listening effectively
	57. Building and maintaining working and support relationships outside your institution
	58. Representing the organization to external groups. (e.g. public relations functions)
	59. Fostering a climate of open communications
	60. Conducting meetings effectively
.83	00. General
	00.1 Influencing/ Persuading
3.74	TOTAL

54	GRAND TOTAL
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**Course: Patient Administration**

Managerial Activity Group

**Hours Knowledge/Skill**

***Financial/Resource Management***

	1. Interpreting financial statements
	2. Recognizing funding sources and limitations of their uses
	3. Evaluating operating(O&M,N) and capital(OP,N) budgets and monitoring their execution
10.6	4. Knowing resource mgmt. advantages and drawbacks of alternative health care delivery systems
2.4	5. Maximizing benefits from third party payer reimbursements
1.25	6. Working with the procurement system
	7. Understanding cost-benefit analysis techniques
2.4	00. General
16.6	Total

***Programming Planning & Evaluation***

2.0	8. Managing a planning process: using models & methods of both strategic & business planning
	9. Understanding methods for evaluating the effectiveness and efficiency of various programs
	10. Evaluating and applying market analysis strategies, including methods to analyze customer needs
2.1	11. Employing quality improvement principles and methods
7.6	12. Understanding the interrelationships of depts. & functions of military treatment facilities...
	00. General
11.7	TOTAL

***Decision Making/Problem Solving***

.83	13. Assessing the quality & usefulness of available information when faced with complex problems
.83	14. Deciding the extent to which others should be included in decision making
1	15. Using decision making techniques/problem solving approaches and methods
	16. Using management information systems technologies to solve complex problems
	17. Using statistical tools in planning and day-to-day decision making
	18. Understanding the strengths & weaknesses of the statistical techniques that comptrollers use
	19. Understanding how information systems are designed to meet information needs
	20. Analyzing risks/ alternatives
4.0	00. General
6.66	TOTAL

(PATIENT ADMINISTRATION)

*Legal Issues*

	21. Knowing what constitutes a violation of the UCMJ
	22. Knowing what non-judicial punishments are available under the UCMJ
	23. Initiating appropriate actions for UCMJ violations
	24. Knowing administrative separation authority and procedures
	25. Having a working knowledge of liability, both hospital and professional
	26. Having a working knowledge of environmental impact issues
1.0	00. General
1.00	TOTAL

*Operations Management Issues*

	27. Understanding the impact of OSHA requirements on hospital operations
	28. Evaluating the merit of proposals to acquire new technology
	29. Understanding the opportunities & limitations of the DoD/DoN materials management system
	30. Overseeing equipment management programs
	31. Ensuring proper execution of security requirements for the physical plant
	32. Overseeing facilities management
15.1	00. General
15.1	TOTAL

*Organizational Behavior*

5.2	33. Understanding the support requirements of the operating forces
	34. Developing and communicating a vision for the command
	35. Empowering individuals and work groups
	36. Developing a non-parochial/ generalists perspective
	37. Building trust
	38. Managing change
	39. Managing conflict
	40. Building Teamwork
	41. Developing a positive organizational climate/ culture
	42. Motivating people
	43. Employing coordinating mechanisms (e.g. teams, task forces, ad hoc work groups)
	44. Developing subordinates: coaching, teaching, mentoring
	45. Understanding the role/scope of the job of CO/XO

(PATIENT ADMINISTRATION)

	46. Promoting innovation and risk taking behavior
	00. General
1.16	00.1 Leadership
3.58	00.2 Personal Development
1.8	00.3 TQM/L
11.7	TOTAL

*Manpower & Human Resources Mgmt.*

2.5	47. Managing civilian personnel according to regulations and procedures
10.8	48. Managing military personnel according to regulations and procedures
	49. Evaluating manpower and staffing needs
1.25	50. Managing labor relations (union negotiations, grievances, etc.)
	51. Managing multi-cultural diversity in the workplace
	52. Building a climate that promotes ethical practices in clinical and managerial operations
2.75	00. General
17.3	TOTAL

*Communications*

2.67	53. Writing effectively
1.0	54. Giving positive and negative feedback
	55. Delivering effective oral presentations
1.0	56. Listening effectively
	57. Building and maintaining working and support relationships outside your institution
1.0	58. Representing the organization to external groups, (e.g. public relations functions)
	59. Fostering a climate of open communications
	60. Conducting meetings effectively
	00. General
	00.1 Influencing/ Persuading
5.67	TOTAL

86	GRAND TOTAL
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**Course: Plans, Operations & Medical Readiness**

**Managerial Activity Group**

**Hours      Knowledge/Skill**  
***Financial/Resource Management***

	1. Interpreting financial statements
	2. Recognizing funding sources and limitations of their uses
	3. Evaluating operating(O&M,N) and capital(OP,N) budgets and monitoring their execution
	4. Knowing resource mgmt. advantages and drawbacks of alternative health care delivery systems
	5. Maximizing benefits from third party payer reimbursements
	6. Working with the procurement system
	7. Understanding cost-benefit analysis techniques
2.58	00. General
2.58	Total

***Programing Planning & Evaluation***

11.1	8. Managing a planning process: using models & methods of both strategic & business planning
1.67	9. Understanding methods for evaluating the effectiveness and efficiency of various programs
1.67	10. Evaluating and applying market analysis strategies, including methods to analyze customer needs
	11. Employing quality improvement principles and methods
.83	12. Understanding the interrelationships of depts. & functions of military treatment facilities...
3.75	00. General
19.0	TOTAL

***Decision Making/Problem Solving***

	13. Assessing the quality & usefulness of available information when faced with complex problems
	14. Deciding the extent to which others should be included in decision making
	15. Using decision making techniques/problem solving approaches and methods
	16. Using management information systems technologies to solve complex problems
	17. Using statistical tools in planning and day-to-day decision making
	18. Understanding the strengths & weaknesses of the statistical techniques that comptollers use
	19. Understanding how information systems are designed to meet information needs
	20. Analyzing risks/ alternatives
1.67	00. General
1.67	TOTAL

(PLANS, OPS, & MEDICAL READINESS)

**Legal Issues**

	21. Knowing what constitutes a violation of the UCMJ
	22. Knowing what non-judicial punishments are available under the UCMJ
	23. Initiating appropriate actions for UCMJ violations
	24. Knowing administrative separation authority and procedures
	25. Having a working knowledge of liability, both hospital and professional
	26. Having a working knowledge of environmental impact issues
1.67	00. General
1.67	TOTAL

**Operations Management Issues**

	27. Understanding the impact of OSHA requirements on hospital operations
	28. Evaluating the merit of proposals to acquire new technology
	29. Understanding the opportunities & limitations of the DoD/DoN materials management system
	30. Overseeing equipment management programs
	31. Ensuring proper execution of security requirements for the physical plant
	32. Overseeing facilities management
.83	00. General
0.83	TOTAL

**Organizational Behavior**

11.1	33. Understanding the support requirements of the operating forces
	34. Developing and communicating a vision for the command
	35. Empowering individuals and work groups
	36. Developing a non-parochial/ generalists perspective
	37. Building trust
	38. Managing change
	39. Managing conflict
	40. Building Teamwork
	41. Developing a positive organizational climate/ culture
	42. Motivating people
	43. Employing coordinating mechanisms (e.g. teams, task forces, ad hoc work groups)
	44. Developing subordinates: coaching, teaching, mentoring
	45. Understanding the role/scope of the job of CO/XO



(PLANS, OPS, & MEDICAL READINESS)

	46. Promoting innovation and risk taking behavior
	00. General
	00.1 Leadership
	00.2 Personal Development
	00.3 TQM/L
11.1	TOTAL

*Manpower & Human Resources Mgmt.*

	47. Managing civilian personnel according to regulations and procedures
	48. Managing military personnel according to regulations and procedures
	49. Evaluating manpower and staffing needs
	50. Managing labor relations(union negotiations, grievances, etc.)
	51. Managing multi-cultural diversity in the workplace
	52. Building a climate that promotes ethical practices in clinical and managerial operations
	00. General
0.00	TOTAL

*Communications*

1.67	53. Writing effectively
	54. Giving positive and negative feedback
	55. Delivering effective oral presentations
	56. Listening effectively
	57. Building and maintaining working and support relationships outside your institution
	58. Representing the organization to external groups, (e.g. public relations functions)
	59. Fostering a climate of open communications
	60. Conducting meetings effectively
	00. General
	00.1 Influencing/ Persuading
1.67	TOTAL

38.5	GRAND TOTAL
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**Course: Strategic Medical Readiness & Contingency**

**Managerial Activity Group**

**Hours**

**Knowledge/Skill**

***Financial/Resource Management***

	1. Interpreting financial statements
	2. Recognizing funding sources and limitations of their uses
	3. Evaluating operating(O&M,N) and capital(OP,N) budgets and monitoring their execution
	4. Knowing resource mgmt. advantages and drawbacks of alternative health care delivery systems
	5. Maximizing benefits from third party payer reimbursements
	6. Working with the procurement system
	7. Understanding cost-benefit analysis techniques
1.25	00. General
1.25	Total

***Programming Planning & Evaluation***

6.67	8. Managing a planning process: using models & methods of both strategic & business planning
	9. Understanding methods for evaluating the effectiveness and efficiency of various programs
	10. Evaluating and applying market analysis strategies, including methods to analyze customer needs
	11. Employing quality improvement principles and methods
4.17	12. Understanding the interrelationships of depts. & functions of military treatment facilities...
8.75	00. Genera
19.5	TOTAL

***Decision Making/Problem Solving***

	13. Assessing the quality & usefulness of available information when faced with complex problems
	14. Deciding the extent to which others should be included in decision making
	15. Using decision making techniques/problem solving approaches and methods
	16. Using management information systems technologies to solve complex problems
	17. Using statistical tools in planning and day-to-day decision making
	18. Understanding the strengths & weaknesses of the statistical techniques that comptollers use
	19. Understanding how information systems are designed to meet information needs
	20. Analyzing risks/ alternatives
	00. General
0.00	TOTAL

(STRATEGIC MEDICAL READINESS)

*Legal Issues*

	21. Knowing what constitutes a violation of the UCMJ
	22. Knowing what non-judicial punishments are available under the UCMJ
	23. Initiating appropriate actions for UCMJ violations
	24. Knowing administrative separation authority and procedures
	25. Having a working knowledge of liability, both hospital and professional
	26. Having a working knowledge of environmental impact issues
1.67	00. General
1.67	TOTAL

*Operations Management Issues*

	27. Understanding the impact of OSHA requirements on hospital operations
	28. Evaluating the merit of proposals to acquire new technology
	29. Understanding the opportunities & limitations of the DoD/DoN materials management system
	30. Overseeing equipment management programs
	31. Ensuring proper execution of security requirements for the physical plant
	32. Overseeing facilities management
	00. General
0.00	TOTAL

*Organizational Behavior*

5.00	33. Understanding the support requirements of the operating forces
	34. Developing and communicating a vision for the command
	35. Empowering individuals and work groups
	36. Developing a non-parochial/ generalists perspective
	37. Building trust
	38. Managing change
	39. Managing conflict
	40. Building Teamwork
	41. Developing a positive organizational climate/ culture
	42. Motivating people
	43. Employing coordinating mechanisms (e.g. teams, task forces, ad hoc work groups)
	44. Developing subordinates: coaching, teaching, mentoring
	45. Understanding the role/scope of the job of CO/XO

(STRATEGIC MEDICAL READINESS)

	46. Promoting innovation and risk taking behavior
	00. General
	00.1 Leadership
	00.2 Personal Development
	00.3 TQM/L
5.00	TOTAL

*Manpower & Human Resources Mgmt.*

	47. Managing civilian personnel according to regulations and procedures
	48. Managing military personnel according to regulations and procedures
	49. Evaluating manpower and staffing needs
	50. Managing labor relations(union negotiations, grievances, etc.)
	51. Managing multi-cultural diversity in the workplace
	52. Building a climate that promotes ethical practices in clinical and managerial operations
	00. General
0.00	TOTAL

*Communications*

	53. Writing effectively
	54. Giving positive and negative feedback
	55. Delivering effective oral presentations
	56. Listening effectively
	57. Building and maintaining working and support relationships outside your institution
2.50	58. Representing the organization to external groups, (e.g. public relations functions)
	59. Fostering a climate of open communications
	60. Conducting meetings effectively
	00. General
	00.1 Influencing/ Persuading
2.50	TOTAL

30	GRAND TOTAL
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**Course: Total Force Manpower Management**

**Managerial Activity Group**

**Hours**

**Knowledge/Skill**

***Financial/Resource Management***

	1. Interpreting financial statements
	2. Recognizing funding sources and limitations of their uses
	3. Evaluating operating(O&M,N) and capital(OP,N) budgets and monitoring their execution
	4. Knowing resource mgmt. advantages and drawbacks of alternative health care delivery systems
	5. Maximizing benefits from third party payer reimbursements
	6. Working with the procurement system
	7. Understanding cost-benefit analysis techniques
1.00	00. General
1.00	Total

***Programming Planning & Evaluation***

	8. Managing a planning process: using models & methods of both strategic & business planning
	9. Understanding methods for evaluating the effectiveness and efficiency of various programs
	10. Evaluating and applying market analysis strategies, including methods to analyze customer needs
	11. Employing quality improvement principles and methods
	12. Understanding the interrelationships of depts. & functions of military treatment facilities...
8.00	00. General
8.00	TOTAL

***Decision Making/Problem Solving***

	13. Assessing the quality & usefulness of available information when faced with complex problems
	14. Deciding the extent to which others should be included in decision making
	15. Using decision making techniques/problem solving approaches and methods
8.00	16. Using management information systems technologies to solve complex problems
	17. Using statistical tools in planning and day-to-day decision making
	18. Understanding the strengths & weaknesses of the statistical techniques that comptrollers use
	19. Understanding how information systems are designed to meet information needs
	20. Analyzing risks/ alternatives
	00. General
8.00	TOTAL

(TOTAL FORCE MANPOWER MANAGEMENT)

**Legal Issues**

	21. Knowing what constitutes a violation of the UCMJ
	22. Knowing what non-judicial punishments are available under the UCMJ
	23. Initiating appropriate actions for UCMJ violations
	24. Knowing administrative separation authority and procedures
	25. Having a working knowledge of liability, both hospital and professional
	26. Having a working knowledge of environmental impact issues
	00. General
0.00	TOTAL

**Operations Management Issues**

	27. Understanding the impact of OSHA requirements on hospital operations
	28. Evaluating the merit of proposals to acquire new technology
	29. Understanding the opportunities & limitations of the DoD/DoN materials management system
	30. Overseeing equipment management programs
	31. Ensuring proper execution of security requirements for the physical plant
	32. Overseeing facilities management
	00. General
0.00	TOTAL

**Organizational Behavior**

	33. Understanding the support requirements of the operating forces
	34. Developing and communicating a vision for the command
	35. Empowering individuals and work groups
	36. Developing a non-parochial/ generalists perspective
	37. Building trust
	38. Managing change
	39. Managing conflict
	40. Building Teamwork
	41. Developing a positive organizational climate/ culture
	42. Motivating people
	43. Employing coordinating mechanisms (e.g. teams, task forces, ad hoc work groups)
	44. Developing subordinates: coaching, teaching, mentoring
	45. Understanding the role/scope of the job of CO/XO

(TOTAL FORCE MANPOWER MANAGEMENT)

	46. Promoting innovation and risk taking behavior
1.00	00. General
	00.1 Leadership
	00.2 Personal Development
	00.3 TQM/L
1.00	TOTAL

*Manpower & Human Resources Mgmt.*

	47. Managing civilian personnel according to regulations and procedures
	48. Managing military personnel according to regulations and procedures
9.00	49. Evaluating manpower and staffing needs
	50. Managing labor relations(union negotiations, grievances, etc.)
	51. Managing multi-cultural diversity in the workplace
	52. Building a climate that promotes ethical practices in clinical and managerial operations
11.0	00. General
20.0	TOTAL

*Communications*

	53. Writing effectively
	54. Giving positive and negative feedback
	55. Delivering effective oral presentations
	56. Listening effectively
	57. Building and maintaining working and support relationships outside your institution
	58. Representing the organization to external groups, (e.g. public relations functions)
	59. Fostering a climate of open communications
	60. Conducting meetings effectively
	00. General
	00.1 Influencing/ Persuading
0.00	TOTAL

38	GRAND TOTAL
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**Course: Senior Leaders Seminar in TQL**

**Managerial Activity Group**

**Hours      Knowledge/Skill**  
***Financial/Resource Management***

	1. Interpreting financial statements
	2. Recognizing funding sources and limitations of their uses
	3. Evaluating operating(O&M,N) and capital(OP,N) budgets and monitoring their execution
	4. Knowing resource mgmt. advantages and drawbacks of alternative health care delivery systems
	5. Maximizing benefits from third party payer reimbursements
	6. Working with the procurement system
	7. Understanding cost-benefit analysis techniques
	00. General
0.00	Total

***Programming Planning & Evaluation***

	8. Managing a planning process: using models & methods of both strategic & business planning
	9. Understanding methods for evaluating the effectiveness and efficiency of various programs
	10. Evaluating and applying market analysis strategies, including methods to analyze customer needs
	11. Employing quality improvement principles and methods
	12. Understanding the interrelationships of depts. & functions of military treatment facilities...
	00. Genera
0.00	TOTAL

***Decision Making/Problem Solving***

	13. Assessing the quality & usefulness of available information when faced with complex problems
	14. Deciding the extent to which others should be included in decision making
	15. Using decision making techniques/problem solving approaches and methods
	16. Using management information systems technologies to solve complex problems
	17. Using statistical tools in planning and day-to-day decision making
	18. Understanding the strengths & weaknesses of the statistical techniques that comptollers use
	19. Understanding how information systems are designed to meet information needs
	20. Analyzing risks/ alternatives
	00. General
0.00	TOTAL



(SENIOR LEADER SEMINAR)

*Legal Issues*

	21. Knowing what constitutes a violation of the UCMJ
	22. Knowing what non-judicial punishments are available under the UCMJ
	23. Initiating appropriate actions for UCMJ violations
	24. Knowing administrative separation authority and procedures
	25. Having a working knowledge of liability, both hospital and professional
	26. Having a working knowledge of environmental impact issues
	00. General
0.00	TOTAL

*Operations Management Issues*

	27. Understanding the impact of OSHA requirements on hospital operations
	28. Evaluating the merit of proposals to acquire new technology
	29. Understanding the opportunities & limitations of the DoD/DoN materials management system
	30. Overseeing equipment management programs
	31. Ensuring proper execution of security requirements for the physical plant
	32. Overseeing facilities management
	00. General
0.00	TOTAL

*Organizational Behavior*

	33. Understanding the support requirements of the operating forces
	34. Developing and communicating a vision for the command
	35. Empowering individuals and work groups
	36. Developing a non-parochial/ generalists perspective
	37. Building trust
	38. Managing change
	39. Managing conflict
	40. Building Teamwork
	41. Developing a positive organizational climate/ culture
	42. Motivating people
	43. Employing coordinating mechanisms (e.g. teams, task forces, ad hoc work groups)
	44. Developing subordinates: coaching, teaching, mentoring
	45. Understanding the role/scope of the job of CO/XO

(SENIOR LEADER SEMINAR)

	46. Promoting innovation and risk taking behavior
	00. General
	00.1 Leadership
	00.2 Personal Development
27.5	00.3 TQM/L
27.5	TOTAL

**Manpower & Human Resources Mgmt.**

	47. Managing civilian personnel according to regulations and procedures
	48. Managing military personnel according to regulations and procedures
	49. Evaluating manpower and staffing needs
	50. Managing labor relations(union negotiations, grievances, etc.)
	51. Managing multi-cultural diversity in the workplace
	52. Building a climate that promotes ethical practices in clinical and managerial operations
	00. General
0.00	TOTAL

**Communications**

	53. Writing effectively
	54. Giving positive and negative feedback
	55. Delivering effective oral presentations
	56. Listening effectively
	57. Building and maintaining working and support relationships outside your institution
	58. Representing the organization to external groups, (e.g. public relations functions)
	59. Fostering a climate of open communications
	60. Conducting meetings effectively
	00. General
	00.1 Influencing/ Persuading
0.00	TOTAL

27.5	GRAND TOTAL
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**Course: Senior Officer Course in Military Justice**

**Managerial Activity Group**

**Hours      Knowledge/Skill**  
***Financial/Resource Management***

	1. Interpreting financial statements
	2. Recognizing funding sources and limitations of their uses
	3. Evaluating operating(O&M,N) and capital(OP,N) budgets and monitoring their execution
	4. Knowing resource mgmt. advantages and drawbacks of alternative health care delivery systems
	5. Maximizing benefits from third party payer reimbursements
	6. Working with the procurement system
	7. Understanding cost-benefit analysis techniques
	00. General
0.00	Total

***Programming Planning & Evaluation***

	8. Managing a planning process: using models & methods of both strategic & business planning
	9. Understanding methods for evaluating the effectiveness and efficiency of various programs
	10. Evaluating and applying market analysis strategies, including methods to analyze customer needs
	11. Employing quality improvement principles and methods
	12. Understanding the interrelationships of depts. & functions of military treatment facilities...
	00. Genera
0.00	TOTAL

***Decision Making/Problem Solving***

	13. Assessing the quality & usefulness of available information when faced with complex problems
	14. Deciding the extent to which others should be included in decision making
	15. Using decision making techniques/problem solving approaches and methods
	16. Using management information systems technologies to solve complex problems
	17. Using statistical tools in planning and day-to-day decision making
	18. Understanding the strengths & weaknesses of the statistical techniques that comptollers use
	19. Understanding how information systems are designed to meet information needs
	20. Analyzing risks/ alternatives
	00. General
0.00	TOTAL

(SENIOR OFFICERS COURSE IN MILITARY JUSTICE)

***Legal Issues***

1.67	21. Knowing what constitutes a violation of the UCMJ
3.33	22. Knowing what non-judicial punishments are available under the UCMJ
3.33	23. Initiating appropriate actions for UCMJ violations
3.33	24. Knowing administrative separation authority and procedures
3.33	25. Having a working knowledge of liability, both hospital and professional
	26. Having a working knowledge of environmental impact issues
13.3	00. General
28.2	TOTAL

***Operations Management Issues***

	27. Understanding the impact of OSHA requirements on hospital operations
	28. Evaluating the merit of proposals to acquire new technology
	29. Understanding the opportunities & limitations of the DoD/DoN materials management system
	30. Overseeing equipment management programs
	31. Ensuring proper execution of security requirements for the physical plant
	32. Overseeing facilities management
	00. General
0.00	TOTAL

***Organizational Behavior***

	33. Understanding the support requirements of the operating forces
	34. Developing and communicating a vision for the command
	35. Empowering individuals and work groups
	36. Developing a non-parochial/ generalists perspective
	37. Building trust
	38. Managing change
	39. Managing conflict
	40. Building Teamwork
	41. Developing a positive organizational climate/ culture
	42. Motivating people
	43. Employing coordinating mechanisms (e.g. teams, task forces, ad hoc work groups)
	44. Developing subordinates: coaching, teaching, mentoring
	45. Understanding the role/scope of the job of CO/XO

**(SENIOR OFFICERS COURSE IN MILITARY JUSTICE)**

	<b>46. Promoting innovation and risk taking behavior</b>
	<b>00. General</b>
	<b>00.1 Leadership</b>
	<b>00.2 Personal Development</b>
	<b>00.3 TQM/L</b>
<b>0.00</b>	<b>TOTAL</b>

***Manpower & Human Resources Mgmt.***

	<b>47. Managing civilian personnel according to regulations and procedures</b>
	<b>48. Managing military personnel according to regulations and procedures</b>
	<b>49. Evaluating manpower and staffing needs</b>
	<b>50. Managing labor relations(union negotiations, grievances, etc.)</b>
	<b>51. Managing multi-cultural diversity in the workplace</b>
	<b>52. Building a climate that promotes ethical practices in clinical and managerial operations</b>
	<b>00. General</b>
<b>0.00</b>	<b>TOTAL</b>

***Communications***

	<b>53. Writing effectively</b>
	<b>54. Giving positive and negative feedback</b>
	<b>55. Delivering effective oral presentations</b>
	<b>56. Listening effectively</b>
	<b>57. Building and maintaining working and support relationships outside your institution</b>
	<b>58. Representing the organization to external groups, (e.g. public relations functions)</b>
	<b>59. Fostering a climate of open communications</b>
	<b>60. Conducting meetings effectively</b>
	<b>00. General</b>
	<b>00.1 Influencing/ Persuading</b>
<b>0.00</b>	<b>TOTAL</b>

<b>28</b>	<b>GRAND TOTAL</b>
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**Course: Financial & Material Management  
Training  
Managerial Activity Group**

**Hours    Knowledge/Skill**  
***Financial/Resource Management***

15.0	1. Interpreting financial statements
4.0	2. Recognizing funding sources and limitations of their uses
20.0	3. Evaluating operating(O&M,N) and capital(OP,N) budgets and monitoring their execution
3.33	4. Knowing resource mgmt. advantages and drawbacks of alternative health care delivery systems
15.0	5. Maximizing benefits from third party payer reimbursements
60.0	6. Working with the procurement system
	7. Understanding cost-benefit analysis techniques
86.0	00. General
203.	Total

***Programming Planning & Evaluation***

6.67	8. Managing a planning process: using models & methods of both strategic & business planning
	9. Understanding methods for evaluating the effectiveness and efficiency of various programs
	10. Evaluating and applying market analysis strategies, including methods to analyze customer needs
	11. Employing quality improvement principles and methods
3.33	12. Understanding the interrelationships of depts. & functions of military treatment facilities...
3.0	00. General
13.0	TOTAL

***Decision Making/Problem Solving***

	13. Assessing the quality & usefulness of available information when faced with complex problems
	14. Deciding the extent to which others should be included in decision making
	15. Using decision making techniques/problem solving approaches and methods
	16. Using management information systems technologies to solve complex problems
8.0	17. Using statistical tools in planning and day-to-day decision making
	18. Understanding the strengths & weaknesses of the statistical techniques that comptrollers use
3.33	19. Understanding how information systems are designed to meet information needs
3.33	20. Analyzing risks/ alternatives
	00. General
14.6	TOTAL

(FINANCIAL & MATERIAL MANAGEMENT)

*Legal Issues*

	21. Knowing what constitutes a violation of the UCMJ
	22. Knowing what non-judicial punishments are available under the UCMJ
	23. Initiating appropriate actions for UCMJ violations
	24. Knowing administrative separation authority and procedures
	25. Having a working knowledge of liability, both hospital and professional
	26. Having a working knowledge of environmental impact issues
	00. General
0.00	TOTAL

*Operations Management Issues*

6.0	27. Understanding the impact of OSHA requirements on hospital operations
	28. Evaluating the merit of proposals to acquire new technology
	29. Understanding the opportunities & limitations of the DoD/DoN materials management system
25.0	30. Overseeing equipment management programs
	31. Ensuring proper execution of security requirements for the physical plant
18.7	32. Overseeing facilities management
58.7	00. General
108.	TOTAL

*Organizational Behavior*

3.33	33. Understanding the support requirements of the operating forces
	34. Developing and communicating a vision for the command
	35. Empowering individuals and work groups
	36. Developing a non-parochial/ generalists perspective
	37. Building trust
	38. Managing change
	39. Managing conflict
	40. Building Teamwork
	41. Developing a positive organizational climate/ culture
	42. Motivating people
	43. Employing coordinating mechanisms (e.g. teams, task forces, ad hoc work groups)
	44. Developing subordinates: coaching, teaching, mentoring
	45. Understanding the role/scope of the job of CO/XO

(FINANCIAL & MATERIAL MANAGEMENT)

	46. Promoting innovation and risk taking behavior
2.0	00. General
	00.1 Leadership
16.7	00.2 Personal Development
3.33	00.3 TQM/L
25.3	TOTAL

*Manpower & Human Resources Mgmt.*

6.0	47. Managing civilian personnel according to regulations and procedures
	48. Managing military personnel according to regulations and procedures
3.33	49. Evaluating manpower and staffing needs
	50. Managing labor relations(union negotiations, grievances, etc.)
	51. Managing multi-cultural diversity in the workplace
	52. Building a climate that promotes ethical practices in clinical and managerial operations
2.0	00. General
11.3	TOTAL

*Communications*

	53. Writing effectively
	54. Giving positive and negative feedback
	55. Delivering effective oral presentations
	56. Listening effectively
	57. Building and maintaining working and support relationships outside your institution
	58. Representing the organization to external groups, (e.g. public relations functions)
	59. Fostering a climate of open communications
	60. Conducting meetings effectively
	00. General
	00.1 Influencing/ Persuading
0.00	TOTAL

375	GRAND TOTAL
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**Course: Professional Military Comptroller**

**Managerial Activity Group**

**Hours Knowledge/Skill**  
***Financial/Resource Management***

1.00	1. Interpreting financial statements
7.00	2. Recognizing funding sources and limitations of their uses
10.0	3. Evaluating operating(O&M,N) and capital(OP,N) budgets and monitoring their execution
	4. Knowing resource mgmt. advantages and drawbacks of alternative health care delivery systems
	5. Maximizing benefits from third party payer reimbursements
4.00	6. Working with the procurement system
6.00	7. Understanding cost-benefit analysis techniques
52.0	00. General
80.0	Total

***Programing Planning & Evaluation***

12.0	8. Managing a planning process: using models & methods of both strategic & business planning
	9. Understanding methods for evaluating the effectiveness and efficiency of various programs
	10. Evaluating and applying market analysis strategies, including methods to analyze customer needs
	11. Employing quality improvement principles and methods
	12. Understanding the interrelationships of depts. & functions of military treatment facilities...
	00. Genera
12.0	TOTAL

***Decision Making/Problem Solving***

	13. Assessing the quality & usefulness of available information when faced with complex problems
	14. Deciding the extent to which others should be included in decision making
	15. Using decision making techniques/problem solving approaches and methods
3.00	16. Using management information systems technologies to solve complex problems
2.00	17. Using statistical tools in planning and day-to-day decision making
4.00	18. Understanding the strengths & weaknesses of the statistical techniques that comptrollers use
5.00	19. Understanding how information systems are designed to meet information needs
	20. Analyzing risks/ alternatives
	00. General
14.0	TOTAL

(PROFESSIONAL MILITARY COMPTROLLER)

*Legal Issues*

	21. Knowing what constitutes a violation of the UCMJ
	22. Knowing what non-judicial punishments are available under the UCMJ
	23. Initiating appropriate actions for UCMJ violations
	24. Knowing administrative separation authority and procedures
	25. Having a working knowledge of liability, both hospital and professional
	26. Having a working knowledge of environmental impact issues
2.00	00. General
2.00	TOTAL

*Operations Management Issues*

	27. Understanding the impact of OSHA requirements on hospital operations
	28. Evaluating the merit of proposals to acquire new technology
	29. Understanding the opportunities & limitations of the DoD/DoN materials management system
	30. Overseeing equipment management programs
2.00	31. Ensuring proper execution of security requirements for the physical plant
	32. Overseeing facilities management
	00. General
2.00	TOTAL

*Organizational Behavior*

	33. Understanding the support requirements of the operating forces
	34. Developing and communicating a vision for the command
	35. Empowering individuals and work groups
	36. Developing a non-parochial/ generalists perspective
	37. Building trust
4.00	38. Managing change
1.00	39. Managing conflict
.50	40. Building Teamwork
	41. Developing a positive organizational climate/ culture
1.50	42. Motivating people
4.00	43. Employing coordinating mechanisms (e.g. teams, task forces, ad hoc work groups)
	44. Developing subordinates: coaching, teaching, mentoring
2.00	45. Understanding the role/scope of the job of CO/XO

(PROFESSIONAL MILITARY COMPTROLLER)

	46. Promoting innovation and risk taking behavior
7.00	00. General
6.00	00.1 Leadership
15.0	00.2 Personal Development
2.00	00.3 TQM/L
43.0	TOTAL

**Manpower & Human Resources Mgmt.**

	47. Managing civilian personnel according to regulations and procedures
	48. Managing military personnel according to regulations and procedures
	49. Evaluating manpower and staffing needs
	50. Managing labor relations(union negotiations, grievances, etc.)
	51. Managing multi-cultural diversity in the workplace
3.00	52. Building a climate that promotes ethical practices in clinical and managerial operations
2.00	00. General
5.00	TOTAL

**Communications**

2.00	53. Writing effectively
	54. Giving positive and negative feedback
7.00	55. Delivering effective oral presentations
1.00	56. Listening effectively
	57. Building and maintaining working and support relationships outside your institution
	58. Representing the organization to external groups, (e.g. public relations functions)
	59. Fostering a climate of open communications
	60. Conducting meetings effectively
	00. General
	00.1 Influencing/ Persuading
10.0	TOTAL

168	GRAND TOTAL
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**Course: Shore Station Command for Prospective  
CO/XO**

**Managerial Activity Group**

**Hours    Knowledge/Skill**  
***Financial/Resource Management***

	1. Interpreting financial statements
	2. Recognizing funding sources and limitations of their uses
2.67	3. Evaluating operating(O&M,N) and capital(OP,N) budgets and monitoring their execution
	4. Knowing resource mgmt. advantages and drawbacks of alternative health care delivery systems
	5. Maximizing benefits from third party payer reimbursements
1.67	6. Working with the procurement system
	7. Understanding cost-benefit analysis techniques
3.75	00. General
8.09	Total

***Programming Planning & Evaluation***

	8. Managing a planning process: using models & methods of both strategic & business planning
	9. Understanding methods for evaluating the effectiveness and efficiency of various programs
	10. Evaluating and applying market analysis strategies, including methods to analyze customer needs
	11. Employing quality improvement principles and methods
	12. Understanding the interrelationships of depts. & functions of military treatment facilities...
1.00	00. Genera
1.00	TOTAL

***Decision Making/Problem Solving***

	13. Assessing the quality & usefulness of available information when faced with complex problems
	14. Deciding the extent to which others should be included in decision making
	15. Using decision making techniques/problem solving approaches and methods
	16. Using management information systems technologies to solve complex problems
	17. Using statistical tools in planning and day-to-day decision making
	18. Understanding the strengths & weaknesses of the statistical techniques that comptrollers use
	19. Understanding how information systems are designed to meet information needs
	20. Analyzing risks/ alternatives
	00. General
0.00	TOTAL

(SHORE STATION COMMAND)

**Legal Issues**

.83	21. Knowing what constitutes a violation of the UCMJ
	22. Knowing what non-judicial punishments are available under the UCMJ
.50	23. Initiating appropriate actions for UCMJ violations
	24. Knowing administrative separation authority and procedures
	25. Having a working knowledge of liability, both hospital and professional
4.58	26. Having a working knowledge of environmental impact issues
5.17	00. General
11.0	TOTAL

**Operations Management Issues**

2.00	27. Understanding the impact of OSHA requirements on hospital operations
	28. Evaluating the merit of proposals to acquire new technology
	29. Understanding the opportunities & limitations of the DoD/DoN materials management system
	30. Overseeing equipment management programs
	31. Ensuring proper execution of security requirements for the physical plant
2.75	32. Overseeing facilities management
5.67	00. General
10.4	TOTAL

**Organizational Behavior**

	33. Understanding the support requirements of the operating forces
	34. Developing and communicating a vision for the command
	35. Empowering individuals and work groups
	36. Developing a non-parochial/ generalists perspective
	37. Building trust
	38. Managing change
	39. Managing conflict
	40. Building Teamwork
	41. Developing a positive organizational climate/ culture
	42. Motivating people
	43. Employing coordinating mechanisms (e.g. teams, task forces, ad hoc work groups)
	44. Developing subordinates: coaching, teaching, mentoring
1.00	45. Understanding the role/scope of the job of CO/XO

(SHORE STATION COMMAND)

	46. Promoting innovation and risk taking behavior
	00. General
4.33	00.1 Leadership
6.08	00.2 Personal Development
28.2	00.3 TQM/L
39.6	TOTAL

**Manpower & Human Resources Mgmt.**

2.50	47. Managing civilian personnel according to regulations and procedures
4.17	48. Managing military personnel according to regulations and procedures
1.00	49. Evaluating manpower and staffing needs
4.25	50. Managing labor relations(union negotiations, grievances, etc.)
	51. Managing multi-cultural diversity in the workplace
1.42	52. Building a climate that promotes ethical practices in clinical and managerial operations
12.6	00. General
25.9	TOTAL

**Communications**

	53. Writing effectively
	54. Giving positive and negative feedback
	55. Delivering effective oral presentations
	56. Listening effectively
	57. Building and maintaining working and support relationships outside your institution
4.50	58. Representing the organization to external groups, (e.g. public relations functions)
	59. Fostering a climate of open communications
	60. Conducting meetings effectively
	00. General
	00.1 Influencing/ Persuading
4.50	TOTAL

101	GRAND TOTAL
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**Course: Interagency Institute for Federal  
Health Care Executives  
Managerial Activity Group**

**Hours Knowledge/Skill**  
***Financial/Resource Management***

	1. Interpreting financial statements
	2. Recognizing funding sources and limitations of their uses
	3. Evaluating operating(O&M,N) and capital(OP,N) budgets and monitoring their execution
	4. Knowing resource mgmt. advantages and drawbacks of alternative health care delivery systems
	5. Maximizing benefits from third party payer reimbursements
	6. Working with the procurement system
	7. Understanding cost-benefit analysis techniques
4.00	00. General
4.00	Total

***Programming Planning & Evaluation***

	8. Managing a planning process: using models & methods of both strategic & business planning
	9. Understanding methods for evaluating the effectiveness and efficiency of various programs
3.00	10. Evaluating and applying market analysis strategies, including methods to analyze customer needs
	11. Employing quality improvement principles and methods
	12. Understanding the interrelationships of depts. & functions of military treatment facilities...
7.00	00. Genera
10.0	TOTAL

***Decision Making/Problem Solving***

	13. Assessing the quality & usefulness of available information when faced with complex problems
	14. Deciding the extent to which others should be included in decision making
	15. Using decision making techniques/problem solving approaches and methods
	16. Using management information systems technologies to solve complex problems
1.50	17. Using statistical tools in planning and day-to-day decision making
	18. Understanding the strengths & weaknesses of the statistical techniques that comptollers use
	19. Understanding how information systems are designed to meet information needs
	20. Analyzing risks/ alternatives
3.00	00. General
4.50	TOTAL

(INTERAGENCY INSTITUTE)

**Legal Issues**

	21. Knowing what constitutes a violation of the UCMJ
	22. Knowing what non-judicial punishments are available under the UCMJ
	23. Initiating appropriate actions for UCMJ violations
	24. Knowing administrative separation authority and procedures
	25. Having a working knowledge of liability, both hospital and professional
1.50	26. Having a working knowledge of environmental impact issues
2.25	00. General
3.75	TOTAL

**Operations Management Issues**

	27. Understanding the impact of OSHA requirements on hospital operations
1.50	28. Evaluating the merit of proposals to acquire new technology
	29. Understanding the opportunities & limitations of the DoD/DoN materials management system
	30. Overseeing equipment management programs
	31. Ensuring proper execution of security requirements for the physical plant
	32. Overseeing facilities management
	00. General
1.50	TOTAL

**Organizational Behavior**

	33. Understanding the support requirements of the operating forces
	34. Developing and communicating a vision for the command
	35. Empowering individuals and work groups
	36. Developing a non-parochial/ generalists perspective
	37. Building trust
	38. Managing change
	39. Managing conflict
	40. Building Teamwork
1.50	41. Developing a positive organizational climate/ culture
	42. Motivating people
	43. Employing coordinating mechanisms (e.g. teams, task forces, ad hoc work groups)
	44. Developing subordinates: coaching, teaching, mentoring
	45. Understanding the role/scope of the job of CO/XO



(INTERAGENCY INSTITUTE)

	46. Promoting innovation and risk taking behavior
4.50	00. General
3.00	00.1 Leadership
	00.2 Personal Development
1.50	00.3 TQM/L
10.5	TOTAL

*Manpower & Human Resources Mgmt.*

	47. Managing civilian personnel according to regulations and procedures
	48. Managing military personnel according to regulations and procedures
	49. Evaluating manpower and staffing needs
	50. Managing labor relations(union negotiations, grievances, etc.)
	51. Managing multi-cultural diversity in the workplace
2.75	52. Building a climate that promotes ethical practices in clinical and managerial operations
1.50	00. General
4.25	TOTAL

*Communications*

	53. Writing effectively
	54. Giving positive and negative feedback
	55. Delivering effective oral presentations
	56. Listening effectively
	57. Building and maintaining working and support relationships outside your institution
1.50	58. Representing the organization to external groups, (e.g. public relations functions)
	59. Fostering a climate of open communications
	60. Conducting meetings effectively
	00. General
	00.1 Influencing/ Persuading
1.50	TOTAL

40	GRAND TOTAL
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