



## Table of Contents

# 2011 Performance and Accountability Report

## Table of Contents

### Secretary's Letter

Executive Summary .....	I-2
Major Accomplishments.....	I-6
Web Access .....	I-15
VA History .....	I-17
Frank Woodruff Buckles: The Last Doughboy .....	I-18

### Part I. Management's Discussion and Analysis

Performance Scorecard .....	I-22
Department Overview .....	I-24
Our Mission – <i>What We are Here to Do</i> .....	I-24
Our Programs .....	I-24
<i>What We Do</i> .....	I-24
<i>Where We Are Located</i> .....	I-27
<i>Who We Serve</i> .....	I-28
America's Veterans – <i>A Demographic Profile</i> .....	I-29
Resources .....	I-31
Our Organization .....	I-32
Leadership and Governance.....	I-33
Performance Overview.....	I-36
Purpose of This Report .....	I-36
VA's Strategic Planning Framework .....	I-36
How We Measure Performance .....	I-37
Key Features of the 2011 Report.....	I-38
2011 Performance: <i>A Department-Level Summary</i> .....	I-39
Cost to Achieve Performance Goals .....	I-40
Performance Summaries by <i>Integrated Objective</i> .....	I-46
Major Initiatives .....	I-68
Performance Shortfall Analysis.....	I-87
Financial Highlights .....	I-95
Management Controls, Systems, and Compliance with Laws and Regulations .....	I-99
VA Snapshot .....	I-111

### Part II. Performance Section

Performance Summaries by <i>Integrated Strategy</i> .....	II-1
<i>Integrated Objective 1 – Make it easier for Veterans and their families to receive the right benefits, meeting their expectations for quality, timeliness, and responsiveness</i> .....	II-1
Strategy 1a Improve and integrate services across VA to increase reliability, speed, and accuracy of delivery .....	II-1
Strategy 1b Develop a range of effective delivery methods that are convenient to Veterans and their families ..	II-19
Strategy 1c Improve VA's ability to adjust capacity dynamically to meet changing needs, including preparedness for emergencies.....	II-28
Strategy 1d Provide Veterans and their families with integrated access to the most appropriate services from VA and our partners .....	II-32
Strategy 1e Enhance our understanding of Veterans' and their families' expectations by collecting and analyzing client satisfaction data and other key inputs.....	II-39



## Table of Contents

<b>Integrated Objective 2 – Educate and empower Veterans and their families through proactive outreach and effective advocacy.....</b>	<b>II-45</b>
Strategy 2a Use clear, accurate, consistent, and targeted messages to build awareness of VA's benefits amongst our employees, Veterans and their families, and other stakeholders.....	II-45
Strategy 2b Leverage technology and partnerships to reach Veterans and their families and advocate on their behalf.....	II-51
Strategy 2c Reach out proactively and in a timely fashion to communicate with Veterans and their families and promote Veteran engagement .....	II-60
Strategy 2d Engage in two-way communications with Veterans and their families to help them understand available benefits, get feedback on VA programs, and build relationships with them as our clients .....	II-63
<b>Integrated Objective 3 – Build our internal capacity to serve Veterans, their families, our employees, and other stakeholders efficiently and effectively.....</b>	<b>II-68</b>
Strategy 3a Anticipate and proactively prepare for the needs of Veterans, their families, and our employees ....	II-68
Strategy 3b Recruit, hire, train, develop, deploy, and retain a diverse VA workforce to meet current and future needs and challenges.....	II-72
Strategy 3c Create and maintain an effective, integrated, Departmentwide management capability to make data-driven decisions, allocate resources, and manage results.....	II-77
Strategy 3d Create a collaborative, knowledge-sharing culture across VA and with DoD and other partners to support our ability to be people-centric, results-driven, and forward-looking at all times .....	II-85
Strategy 3e Manage physical and virtual infrastructure plans and execution to meet emerging needs .....	II-90
<b>Assessment of Data Quality.....</b>	<b>II-95</b>
<b>VBA Quality Assurance Program (Millennium Act).....</b>	<b>II-101</b>
<b>Key Measures Data Table .....</b>	<b>II-108</b>
<b>Performance Measures by Organization and Program .....</b>	<b>II-118</b>
<b>OIG Major Management Challenges and GAO High-Risk Areas .....</b>	<b>II-137</b>
<b>VA Snapshot .....</b>	<b>II-208</b>

## Part III. Financial Section

<b>Letter from the Chief Financial Officer .....</b>	<b>III-1</b>
<b>Consolidated Financial Statements .....</b>	<b>III-3</b>
Consolidated Balance Sheets.....	III-3
Consolidated Statements of Net Cost .....	III-4
Consolidated Statements of Changes in Net Position .....	III-5
Combined Statements of Budgetary Resources .....	III-7
Notes to Consolidated Financial Statements .....	III-9
<b>Independent Auditors' Report .....</b>	<b>III-63</b>
<b>Required Supplementary Stewardship Information (Unaudited) .....</b>	<b>III-82</b>
<b>Required Supplementary Information (Unaudited).....</b>	<b>III-89</b>
<b>VA Snapshots .....</b>	<b>III-91</b>

## Part IV. Other Accompanying Information

<b>Summary of Financial Statement Audit and Management Assurances .....</b>	<b>IV-1</b>
<b>Improper Payments Elimination and Recovery Act (IPERA) of 2010 .....</b>	<b>IV-3</b>
<b>Definitions.....</b>	<b>IV-33</b>
<b>List of Abbreviations and Acronyms .....</b>	<b>IV-52</b>
<b>Key Report Officials .....</b>	<b>IV-56</b>

**Notes:** <sup>(1)</sup> In this report, with the exception of table and chart titles, references to years (e.g., 2008, 2011) are fiscal years unless stated otherwise. <sup>(2)</sup> Questions about the report should be directed to VA's Office of Performance Management at 202-461-6608.