VA | U.S. Department of Veterans Affairs

2019

Functional Organization Manual

Description of Organization Structure, Missions, Functions, Task, and Authorities

Department of Veterans Affairs

Functional Organization Manual

Version 5

2019

As of December 21, 2018

Prepared by

Office of Enterprise Integration
Office of Policy and Interagency Collaboration (008D)
Washington D.C. 20420

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INTRODUCTION

The Functional Organization Manual (FOM) is the authoritative source that documents the current organization structure, missions, functions and tasks of the Department of Veterans Affairs (VA) and its organizations. FOM is compiled by the Office of Enterprise Integration (OEI) from submissions prepared and approved by VA Administrations and Staff Offices. Version 5 is current as of December 21, 2018. FOM is a core reference document for the Department to describe what gets done by whom, for whom, and under what authorities. It is a "living document" that, over time, will reflect key changes that lead to refined organizational processes and procedures, and further enhance synchronized and coordinated actions across the Department to ensure optimal execution of VA's mission and strategy.

The FOM is available on VA's intranet in a searchable repository. The Office of Policy and Interagency Collaboration, within OEI, is responsible for the maintenance and updating of the FOM.

BACKGROUND

- VA was established as an independent agency under the President by Executive Order (EO) 5398 on July 21, 1930, and was elevated to Cabinet level on March 15, 1989, (P.L. 100-527).

- The Department's mission is to serve America's Veterans and their families with dignity and compassion, and to be their principal advocate in ensuring that they receive medical care, benefits, social support, and lasting memorials promoting the health, welfare, and dignity of all Veterans in recognition of their service to this Nation.

- VA is the second largest Federal department and has over 340,000 employees. Among the many professions represented in the vast VA workforce are physicians, nurses, counselors, statisticians, architects, computer specialists, and attorneys. As advocates for Veterans and their families, the VA community is committed to providing the very best services with an attitude of caring and courtesy.

- VA comprises a Central Office (VACO), which is in Washington, DC, and field facilities throughout the Nation administered by its three major service line organizations: Veterans Health Administration, Veterans Benefits Administration, and National Cemetery Administration.

- Services and benefits are provided through a nationwide network of 143 hospitals, 1,241 outpatient sites, 300 Vet Centers, 56 Regional Offices, and 248 VA National, State, or Tribal Cemeteries. (*Statistics current as of January 25, 2019).*

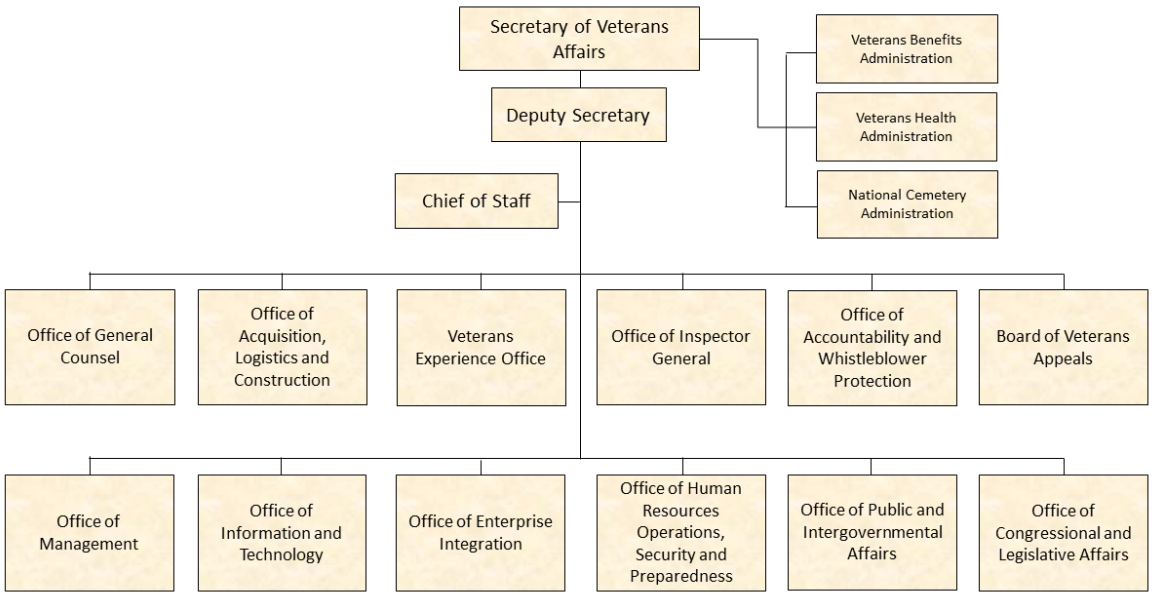

Figure 1 - VA Organization Chart.

Alternate representation of the VA organization chart.

ORGANIZATION OF THE DEPARTMENT

Secretary of Veterans Affairs (SECVA)
The **Secretary of Veterans Affairs (SECVA)** is the head of VA and is appointed by the President, by and with, the advice and consent of the Senate. The SECVA is responsible for the proper execution and administration of all laws administered by the Department and for the control, direction, and management of the Department.

Deputy Secretary of Veterans Affairs (DEPSECVA)
The **Deputy Secretary of Veterans Affairs (DEPSECVA)** serves as the second in command and Chief Operating Officer for the Department. The DEPSECVA directs the policy and operations of the Department and provides broad direction to the Department's Staff Offices, ensuring coordinated action and conformance with the Secretary's directives.

Chief of Staff of Veterans Affairs (COSVA)
The **Chief of Staff of Veterans Affairs (COSVA)** synchronizes and coordinates SECVA policy guidance and direction with VA's Administrations, Staff Offices, and key officials. Through the Deputy Chief of Staff, COSVA oversees OSVA staff, including several senior advisors and special assistants to ensure effective and efficient support to the SECVA and DEPSECVA.

Administrations and Staff Offices: The Department has three Administrations that provide for the delivery of services and benefits, seven Assistant Secretaries who advise and support the SECVA and the Administrations and Staff Offices that provide specific assistance to the SECVA.

The three Administrations are Veterans Health Administration, Veterans Benefits Administration and National Cemetery Administration. The head of each Administration reports to the SECVA through the

DEPSECVA. These Administrations give centralized program direction to field facilities that provide diverse program services to Veterans and their families. Further, each Administration has Central Office components that support the Administration's operations. This organizational structure reflects a basic management approach of centralized policy direction, complemented by consistent decentralized execution.

The seven Assistant Secretaries serve as the principal staff advisors to the SECVA and DEPSECVA and oversee or administer programs in their respective areas of responsibility.

Assistant Secretary for Management

The **Assistant Secretary for Management** serves as the Chief Financial Officer (CFO) for the Department. As the CFO, the Assistant Secretary is responsible for financial management, budget administration, resources planning, business oversight activities, and monitoring the development and implementation of VA's performance measures. The Assistant Secretary serves as the Department's principal advisor for budget, fiscal, capital and green program management (energy, environment, transportation/fleet, and sustainability) policy, and supports VA governance bodies regarding capital-asset portfolio management and implementing the strategic capital-asset planning process.

Assistant Secretary for Information and Technology

The **Assistant Secretary for Information and Technology** serves as the Chief Information Officer (CIO) for the Department. As the CIO, the Assistant Secretary is responsible for the vision, management, operation, and execution of VA's Office of Information and Technology (OIT) and its resources, delivering adaptable, secure and cost-effective technology services to the Department. The Assistant Secretary serves as the principal advisor to the SECVA on matters relating to information and technology management in the Department as delineated in P.L. 104-106, the Clinger-Cohen Act, the Paperwork Reduction Act, Chapter 35 of Title 44 U.S.C. and any other associated legislated or regulatory media.

Assistant Secretary for Enterprise Integration

The **Assistant Secretary for Enterprise Integration** is responsible for leading and orchestrating the continuous improvement of Veterans and employee experience through effective enterprise integration of people, processes, technology; innovations, and maturing organizational management capabilities. The Assistant Secretary is responsible for overseeing Department-level activities related to strategy development, strategic planning, integrated enterprise planning, performance management, risk management, performance improvement, innovations, transformation, policy management, policy analysis, policy research, interagency collaboration and coordination with DoD and other federal partners, actuarial studies and assessments, VA statistics, and data analytics. The Assistant Secretary is also responsible for the Nation's official estimates and projections of the Veteran population.

Assistant Secretary for Human Resources and Administration/Operations, Security, and Preparedness

The Assistant Secretary for Human Resources and Administration/Operations, Security, and Preparedness (AS HR&A/OSP) is responsible for providing VA-wide leadership, policy and programs related to human resources management, diversity and inclusion, equal employment opportunity complaint resolution, labor-management relations, VA enterprise training, corporate senior executive management, and general administrative support (primarily services to VA Central Office). The Assistant Secretary serves as the Department's designated Agency Safety and Health Official and is responsible for administering the Occupational Safety and Health and Workers' Compensation programs. The Assistant Secretary also serves as the Department's Chief Human Capital Officer, advising and assisting the SECVA

in carrying out VA's responsibilities for selecting, developing, training, and managing a high-quality workforce in accordance with merit systems principles.

Assistant Secretary for Public and Intergovernmental Affairs

The **Assistant Secretary for Public and Intergovernmental Affairs** develops, maintains, and communicates the Department's message through media relations and public, intergovernmental, and Veteran engagement to empower Veterans and their families. The Assistant Secretary is responsible for overseeing the Department's communications with Veterans, the public, VA employees, and the news media. The Assistant Secretary is also responsible for providing VA leadership with strategic advice, guidance, and information by fostering partnerships, and acting as liaison between state, local, tribal, insular, and international governments. The Office of the Assistant Secretary for Public Affairs works to build confidence in VA and its readiness to serve America's Veterans of all generations.

Assistant Secretary for Congressional and Legislative Affairs

The **Assistant Secretary for Congressional and Legislative Affairs** acts as principal advisor to SECVA and DEPSECVA concerning all legislative and congressional liaison matters. The Assistant Secretary has overall responsibility for the plans, policies, goals, and is responsible for directing the Office of Congressional and Legislative Affairs. The Assistant Secretary is the principal coordinator of VA's legislative program development and is responsible for ensuring Departmental compliance with congressionally mandated reports and for serving as the point-of-contact with the Government Accountability Office (GAO).

Assistant Secretary of Veterans Affairs for the Office of Accountability and Whistleblower Protection

The Assistant Secretary of Veterans Affairs for the Office of Accountability and Whistleblower Protection plays a critical role in providing oversight for the Secretary's accountability priorities and final review. The Assistant Secretary provides advisory support to VA leadership in the guidance, coordination, direction, and evaluation of whistleblower protections and senior leader accountability throughout the Department.

Authorities

38 U.S.C. Chapter 3. Department of Veterans Affairs: General Provisions.

Office of the Secretary

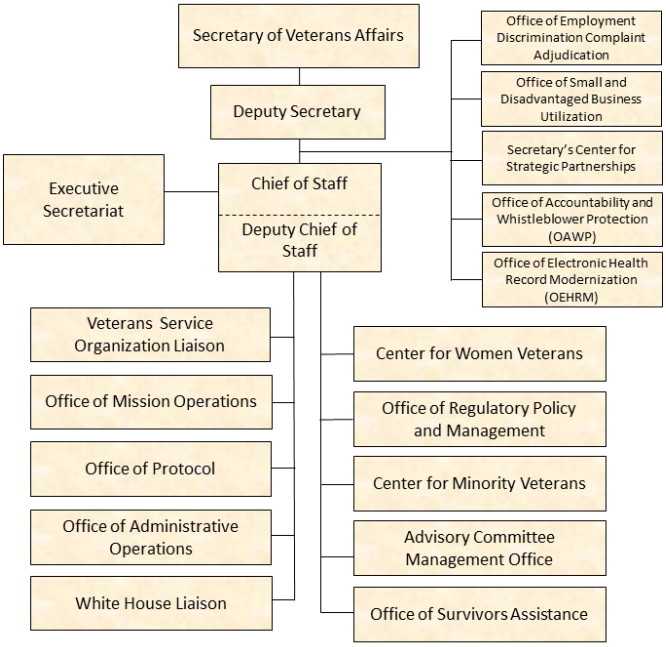

Figure 2 - Office of the Secretary

Alternate representation of the Office of the Secretary organization chart.

Office of the Secretary

Overview

The Office of the Secretary (OSVA**)** is headed by the Secretary (SECVA) and includes the Deputy Secretary for Veterans Affairs (DEPSECVA), Chief of Staff (COSVA), the Executive Secretariat, senior advisors and several special focus centers and offices. Legal authority is vested, by 38 U.S.C., in the SECVA, who generally may delegate it to other VA officials to carry out the Department's missions. The DEPSECVA serves as the second in command and Chief Operating Officer for the Department. The COSVA synchronizes and coordinates SECVA policy guidance and direction with VA's Administrations, Staff Offices, and key officials.

Functions and Activities

The Deputy Secretary

- DEPSECVA directs the policy and operations of the Department and provides broad direction to the Department's Staff Offices, ensuring coordinated action and conformance with the Secretary's directives.

- DEPSECVA oversees the activities of the Executive Director of the Office of Acquisition, Logistics, and Construction (OALC).

- DEPSECVA manages the implementation of VA's Veteran Access, Choice, and Accountability Act of 2014.

The Chief of Staff

- COSVA oversees OSVA staff, including several senior advisors and special assistants to ensure effective and efficient support to the SECVA and DEPSECVA and the Department, as appropriate.

- COSVA participates in the Department's governance process.

Authorities

VA Handbook 801. Minority Veterans Program Coordinator.
VA Directive 6320. Correspondence Management.
VA Directive 0001. Plain Language Program.
VA Directive 0002. Authorization of Signature of the Secretary of Veterans Affairs and Deputy Secretary of Veterans Affairs.
VA Directive 0008. Developing Public-Private Partnerships with, and Accepting Gifts to VA from, Non-Governmental Organizations.
VA Directive 0801. Minority Veterans Program Coordinator.
VA Directive 0803. Women Veterans Program.

Executive Secretariat

Overview

The Executive Secretariat is VA's central coordinating point for all staff actions addressed to, and emanating from, the SECVA, DEPSECVA, and COSVA. The Executive Secretariat employs executive writers who draft documents and review internal communications for signature by the SECVA, DEPSECVA, and COSVA.

Functions and Activities

- Serves as the principal staff-action control point for the Department on internal and external items and directs/assigns all administrative tasks on behalf of the SECVA. Coordinates with other Federal agencies and departments on joint letters and memoranda.

- Prepares responses to Members of Congress and reviews testimony, questions for the record, memoranda for record/understanding/agreements between VA and outside entities, etc.) for signature and is VA's repository for the same.

- Is solely authorized to authenticate documents transmitting policy, procedure, or information to the Department "by order of the Secretary." Provides correspondence policy for the Department.

- Serves as the Department's point of contact for the U.S. Office of Special Counsel's disclosure cases and coordinates VA's response.

- Provides records management as the Office of Record for all documents signed by the SECVA, DEPSECVA, and COSVA.

- Receives and processes all Freedom of Information Act (FOIA) and Privacy Act requests for the Office of the Secretary.

- Serves as the Department's point of contact for the Plain Writing Act.

Office of Employment Discrimination Complaint Adjudication

Overview

The Office of Employment Discrimination Complaint Adjudication (OEDCA), an independent adjudicatory authority created by Congress in 1998, is responsible for issuing timely and high-quality final agency decisions and orders on the substantive merits of employment discrimination complaints filed by employees and applicants for employment.

Functions and Activities

- Issues final Department decisions and orders on the substantive merits of employment discrimination complaints filed by employees, former employees, or applicants for employment with the Department.

- Prepares and issues Department final decisions and final orders on the substantive merits of individual and class complaints of employment discrimination, and determines a prevailing party's entitlement to compensatory damages, equitable relief, and attorney fees.

- Reports findings of intentional discrimination or retaliation to the SECVA or DEPSECVA for appropriate follow-up action.

- Refers findings of discrimination to the Assistant Secretary for Human Resources and requests appropriate follow-up regarding disciplinary action.

- Conducts outreach across the Department and with principal Department stakeholders.

- Publishes an annual digest to explain findings of discrimination and offer best practices to avoid these types of instances.

Authorities

38 U.S.C. 319. Office of Employment Discrimination Complaint Adjudication.

Office of Small and Disadvantaged Business Utilization

Overview

The Office of Small and Disadvantaged Business Utilization (OSDBU) is the Department's principal liaison to the Small Business Administration (SBA), the Department of Commerce, the General Services Administration (GSA), and the Office of Federal Procurement Policy for matters dealing with small and disadvantaged business activities. OSDBU's mission is to enable Veterans to gain access to economic opportunity by leveraging the Federal procurement system and expanding participation of procurement-ready small businesses.

Functions and Activities

- Provides verification of eligibility for VA's Veterans First Contracting Program:

- Ensures businesses meet 38 C.F.R. Part 74 requirements and are eligible for designation as Service-Disabled Veteran-Owned Small Businesses (SDVOSB) and Veteran-Owned Small Businesses (VOSB). Businesses meeting the eligibility requirements are maintained in the Vendor Information Pages database of verified SDVOSBs and VOSBs.

- Negotiates small business goals with the SBA and with VA component organizations and recommends final goals to the SECVA and Senior Procurement Council.

- Reviews subcontracting. Makes recommendations to contracting officers to facilitate compliance with VA goals and monitors performance.

- Provides acquisition support. Reviews proposed acquisition strategies and makes recommendations to contracting officers on use of set asides to meet VA small business goals and comply with small business program requirements. Supports small business access to acquisition opportunities by providing access to VA's Forecast of Contracting Opportunities prepared by the Department's acquisition and program offices.

- Assists small businesses in resolving payment or other contracting issues with VA.

- Plans and implements the Direct Access Program, to include the National Veterans Small Business Engagement, to enable small businesses to gain access to VA procurement decision makers.

- Coordinates and participates in outreach events to small businesses that enable them to better understand how to do business with VA.

- Manages the Veteran Entrepreneur Portal to provide resource information to assist VOSBs. Provides VA contracting information and assistance to SDVOSBs, VOSBs, and other small businesses.

Authorities

P.L. 95-507. Small Business Act and Small Business Investment Act of 1958, amendment.
P.L. 106-50. Veterans Entrepreneurship and Small Business Development Act of 1999.
P.L. 108-183. Veterans Benefits Act of 2003.
P.L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006.
P.L. 110-389. Veterans' Benefits Improvement Act of 2008.
P.L. 111-275. Veterans' Benefits Act of 2010.
E.O. 13360. Providing Opportunities for Service-Disabled Veteran Businesses to Increase Their Federal Contracting and Subcontracting.
38 C.F.R. Part 74. VA Veteran-Owned Small Business Verification Guidelines

Secretary's Center for Strategic Partnerships

Overview

The Secretary's Center for Strategic Partnerships collaborates with industry and foundations to bring significant external resources and expertise to further the VA Secretary's highest priority initiatives for Veterans, their families, survivors and caregivers. We work closely with our corporate and foundation supporters who help enhance VA's services to Veterans. This support includes increasing access to and improving the quality of healthcare, extending broadband internet access to rural and low-income Veterans, delivering expansive Telehealth services to better serve our patients, driving best in class oncology care and providing attractive employment opportunities. Our mission is to improve Veterans lives through big, bold and impactful collaborations.

Functions and Activities

- Advises the Secretary and other senior leadership on matters related to responsible and productive partnerships and oversees the effective execution of those programs.
- Provides external stakeholders with an access point to VA leadership, resources, and VA needs, while also conducting strategic engagement and education.
- Conceptualizes, develops, leads, negotiates and executes high impact, high value partnerships to further VA's highest priority initiatives.
- Leads strategic partnerships across the Department by pro-actively building effective external relationships with organizations that can advance VA's mission.
- Represents OSVA in meetings with key leaders of business, government, philanthropic, nonprofit, and other key stakeholder organizations.
- Encourages and facilitates public-private partnership opportunities through VA initiatives, programs, and services that complement VA's mission, priorities, goals, objectives, and strategies.
- Cultivates and stewards relationships between VA and external stakeholders. Provides consultation to better understand the Department, services provided, the Veteran community and effective strategies to work with VA. Encourages feedback from stakeholders on key Veteran issues.

Authorities

38 U.S.C. 523. Coordination and Promotion of Other Programs Affecting Veterans and Their Dependents.

Office of Accountability and Whistleblower Protection

The Office of Accountability and Whistleblower Protection is described in the following chapter, starting on p. 18.

Office of Electronic Health Record Modernization

Overview

The Department of Veterans Affairs (VA) is committed to providing seamless care for Veterans, including access to a comprehensive electronic health record (EHR). VA signed a contract with Cerner on May 17, 2018 to replace its decades-old legacy system, Veterans Integrated System Technology Architecture (VistA), over the next 10 years with a state-of-the-art solution, which is in the pilot phase at the Department of Defense (DoD). To support this mission, VA established the Office of Electronic Health Record Modernization (OEHRM) to ensure VA successfully transitions to a new EHR solution. OEHRM manages the preparation, deployment and maintenance of VA's new electronic health-care record system and the health information technology (IT) tools dependent upon it.

The modernized solution will allow patient data to be shared seamlessly within VA, between VA and DoD, and with providers in the community. By adopting the same EHR solution as DoD, VA is adopting a Veteran-centric approach that will support service members as they transition from military service, drive better clinical outcomes by giving health care providers a full picture of patient medical history, and enhance collaboration with community care partners.

Functions and Activities

- Designs and configure a shared record system focused on quality, safety and patient outcomes, which will allow health IT innovations within one VA facility to be used across the entire VA.
- Manages the preparation, deployment, and maintenance of VA's new EHR solution and the health IT tools dependent upon it.
- Coordinates strategy, budget planning, development prioritization, and briefings to U.S. Congress.
- Promotes a Veteran-centric approach that supports service members as they transition from military service, drive better clinical outcomes by giving health care providers a full picture of patient medical history, and enhance collaboration with community care partners.
- Oversees the implementation, integration, deployment, and oversight of the newly acquired, state-of-the-market EHR in support of seamless care and health data movement objectives between VA and DoD.
- Oversees cybersecurity, architecture, and EHR interoperability.

Authorities

P.L. 115-407. Veteran's Benefits and Transition Act of 2018.

Veterans Service Organizations Liaison

Overview

The Veterans Service Organizations (VSO) Liaison is the Department's primary senior advisor on matters affecting VSOs and other Veteran advocacy groups. The VSO Liaison is responsible for the Department's day-to-day liaison with those organizations as well as developing proactive strategies for engagements

and partnerships with the VSOs. The VSO also articulates the Department's positions on issues affecting America's Veterans.

Functions and Activities

Communicates regularly with VSO officials to ensure VA responds effectively to the needs of the organizations and their members.

- Attends VSO conferences and national conventions and communicates with Veterans concerning issues they feel strongly about.
- Attends VSO members' testimony on Veteran's issues to the House and Senate Veterans Affairs Committees.
- Supports Department leadership in their engagements with VSO and Veteran advocacy groups by developing pre-briefings and topic recommendations.
- Advises the Department leadership regarding VSO policy statements or specific positions on Veterans' issues.
- Assists VSOs in their dealings with other Federal agencies.

Office of Mission Operations

Overview

The Office of Mission Operations carries out OSVA executive mission support with full responsibility for executive travel, strategic and events planning, and special projects.

Functions and Activities

- Arranges official travel for SECVA, DEPSECVA, COSVA and others as required. Coordinates transportation, security, equipment, and protocol activities while on travel status, including travel arrangements for personnel support staff; processes and maintains official travel accounts.
- Travels with principals when travel coincides with domain responsibilities, and coordinates equipment, capabilities, and personnel to accompany primaries on trips when necessary.
- Serves as SECVA and DEPSECVA liaison with White House Advance Staff.
- Plans, coordinates, and executes events for SECVA, DEPSECVA, and COSVA.

Office of Protocol

Overview

The Office of Protocol provides protocol and executive services to SECVA, DEPSECVA, and COSVA.

Functions and Activities

- Directs and organizes special ceremonies and events for VA Central Office that involves executive leadership.
- Escorts dignitaries visiting the executive leadership.
- Provides and organizes related protocol services to include photography and media services for VIP visitors.
- Provides advice and guidance to VACO and field facilities on protocol matters as they relate to visitors, both foreign and domestic, ceremonies, and other special events.
- Maintains SECVA gift locker program.

Office of Administrative Operations

Overview

The Office of Administrative Operations carries out OSVA executive administrative support with full responsibility for human resources, budget, financial management, records management, acquisitions, correspondence, information technology, emergency preparedness, and space and property management.

Functions and Activities

- Develops and manages the OSVA budget, to include authority to expend funds as delegated by the COSVA.
- Manages and maintains OSVA property, inventory, and expendable supplies.
- Provides Human Resources guidance and, through coordination with the Veterans Benefits Administration's Human Resource Center-Detroit, provides personnel classification and staffing support.
- Manages OSVA's acquisitions process to procure items and services necessary for day-to-day operations of OSVA.
- Plans and coordinates special projects and emergency preparedness activities (e.g., Continuity of Operations Plan).

White House Liaison

Overview

The White House Liaison oversees and coordinates the political appointment process and serves as liaison to the White House.

Functions and Activities

- Serves as liaison between VA and the White House Presidential Personnel Office coordinating the political appointment process.

- Works closely with political appointees to coordinate White House activities and events.
- Works closely with the White House on special projects.

Center for Women Veterans

Overview

The Center for Women Veterans (CWV) monitors and coordinates VA's health care, benefits, services, and programs for women Veterans. CWV advocates a cultural transformation within VA and the public to recognize the service and contributions of women Veterans and women in the military and raises awareness of the responsibility to treat women Veterans with dignity and respect. The CWV Director serves as the primary advisor to the SECVA on all matters related to policy, legislation, programs, issues, and initiatives affecting women Veterans.

Functions and Activities

- Promotes and leads effective collaboration with representatives from the Department's Administrations to examine women Veterans' issues and synchronize activities to advocate full awareness of health care, benefits services, and programs for women Veterans.
- Presents women Veterans' issues for inclusion in the Department's strategic plan. Ensures that health care, benefits services, and programs for women Veterans are part of VA's institutional consciousness.
- Briefs Congress, Veterans Service Organizations (VSO), Non-governmental organizations (NGO) and other community partners on women Veterans' issues.
- Monitors and participates in VA outreach efforts targeting women Veterans.
- Supports the Advisory Committee on Women Veterans with logistical and administrative matters. Coordinates the development of the Advisory Committee on Women Veterans' biennial report to the Secretary and coordinates VA's response to the report's recommendations.
- Develops strategic partnerships with public-private organizations to further amplify programs and services provided by VA to women Veterans and to educate them about women Veterans and help them explore ways to help women Veterans.

Authorities

38 U.S.C. 318. Center for Women Veterans.
P.L. 103-446 §509. Center for Minority Veterans and Center for Women Veterans.
5 U.S.C. Appendix 2. The Federal Advisory Committee Act (FACA) of 1972.

Office of Regulatory Policy and Management

Overview

The primary mission of the Office of Regulatory Policy and Management (ORPM) is to provide centralized management and control for the formulation and publication of all VA rulemakings. ORPM

ensures rulemakings are drafted clearly, comply with applicable legal and technical requirements, and are published in a timely manner. ORPM also advises SECVA and senior officials on all matters related to rulemaking including coordination within VA, with other Federal agencies, and with Congress.

Functions and Activities

- Serves as the Department's Regulatory Policy Officer and as such is the direct liaison with EOP, OIRA, and OMB.
- Trains VA program offices on the rulemaking process, including whether to engage in rulemaking, how to resolve policy questions, how to draft a rulemaking, and the concurrence process.
- Assists in developing rulemaking strategies to respond to new legislation and inquiries from Congress or the public concerning regulatory matters.
- Works with VA program offices to ensure they have implementation plans for each rulemaking (including adequate resources—financial, staffing, messaging, and information technology (IT).
- Tracks and facilitates the movement of each rulemaking through concurrence within VA and at the Office of Management and Budget (OMB).
- Serves as the Departments Federal Register Liaison Officers.
- Manages the publication of rulemakings and notices in the Federal Register, to include positing and processing all public comments received on the published regulation and notice.
- Serves as an adviser on Department level working groups that have policy and regulatory implications, such as National Academy of Medicine (NAM) and Agent Work Technical Work Group.

Center for Minority Veterans

Overview

The Center for Minority Veterans (CMV) promotes increased access to, and use of, VA services and benefits by minority Veterans.

Functions and Activities

- Serves as the principal advisor to the SECVA on the unique needs of minority Veterans:
- Identifies barriers to benefits and health care access, promotes awareness of minority Veteran-related issues, develops strategies for improving minority Veterans' participation in existing VA programs, conducts outreach activities with minority Veteran stakeholders, and coordinates outreach activities conducted by Minority Veterans Program Coordinators (MVPC) assigned to the three VA Administrations.
- Manages the activities of the Advisory Committee on Minority Veterans (ACMV), including site visits and Veterans Town Hall Meetings.

- Conducts outreach to communities with high-minority Veteran populations and minority-serving institutions.

- Consults with the key representatives from major Veterans Service Organizations, local agencies, and other Federal agencies to increase outreach activities to designated minority Veteran groups.

- Conducts joint outreach with other VA Program Offices/Administrations.

- Provides training to MVPC representatives from each VA Administration based on an analysis of best practices and areas for possible improvement. Coordinates outreach activities of MVPCs with local affiliates of national-level minority stakeholders.

- Collaborates with the Center for Faith Based and Community Partnerships to conduct outreach programs to faith-based organizations.

- Publicizes the results of medical research that is particularly significant to minority Veterans.

Authorities

38 U.S.C. Veterans' Benefits.
P.L. 103-446 §510. Advisory Committee on Minority Veterans.
5 U.S.C. Appendix 2. The Federal Advisory Committee Act (FACA) of 1972.

Advisory Committee Management Office

Overview

The Advisory Committee Management Office (ACMO) provides administrative and management support to the Department's 28 Federal Advisory Committees. VA's advisory committees solicit advice and recommendations from outside experts and the public concerning programs for which the Department is responsible for by law.

Functions and Activities

Establishes clear goals, standards, and uniform procedures for Advisory Committee activities:

- Ensures that all VA Advisory Committees comply with the provisions of the Federal Advisory Committee Act and other Federal laws and regulations.

- Ensures that VA Advisory Committee meetings are open to the public as appropriate and announced in the Federal Register.

Authorities

5 U.S.C. Appendix 2. The Federal Advisory Committee Act (FACA) of 1972.

Office of Survivors Assistance

Overview

Office of Survivors Assistance (OSA) provides support to survivors of Veterans by identifying and informing them of the benefits and services offered by VA.

Functions and Activities

- Serves as primary advisor to the SECVA for all matters related to VA programs, legislative issues, and other initiatives affecting survivors and dependents of Veterans and members of the Armed Forces.

- Ensures that surviving spouses, children, and parents have information on, and access to, all applicable benefits and services under the law. Develops and provides communications materials and products for distribution to internal and external partners and organizations, and advocates for the needs of survivors in the policy and programmatic decisions of VA.

- Builds and maintains collaborative partnerships with local, state, and Federal agencies as well as VSOs, faith-based and community organizations, and other stakeholder groups to increase their awareness of benefits and services available to survivors and dependents.

- Develops innovative outreach opportunities to reach survivors who are eligible for, but are not receiving, benefits.

- Participates in a variety of engagements to inform participants of the benefits and services available to survivors.

- Develops and provides communications materials and products for distribution to internal and external partners and organizations.

- Tracks and recommends survivor legislative issues.

- Refers survivors to VA Administrations and Staff Offices to ensure they receive all benefits and services for which they are eligible.

Authorities

P.L. 110-389, Title II, § 222. Veterans' Benefits Improvement Act of 2008: Office of Survivors' Assistance

Office of Accountability and Whistleblower Protection

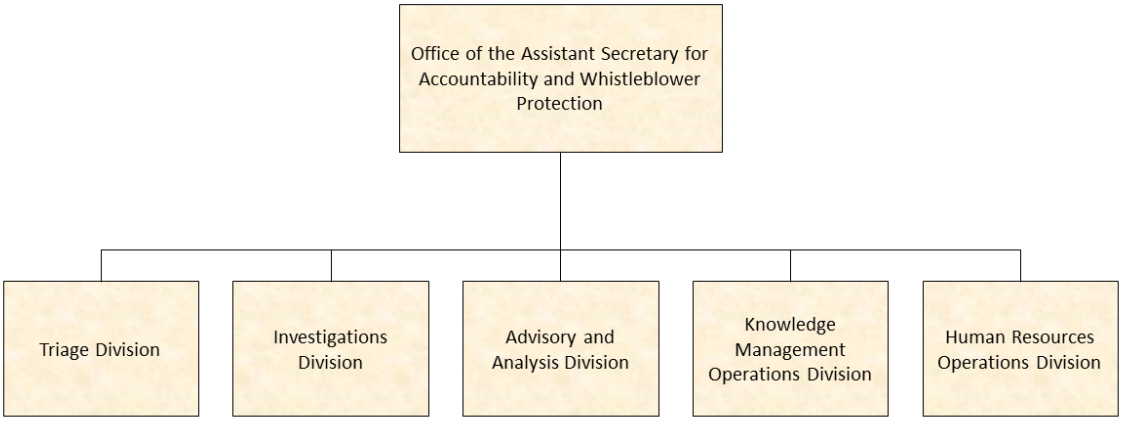

Figure 3 - Office of Accountability and Whistleblower Protection

Alternate representation of the Accountability and Whistleblower organization chart

Office of the Assistant Secretary for Accountability and Whistleblower Protection

Overview

OAWP serves to improve the performance and accountability of VA senior executives and employees through thorough, timely and unbiased investigation of all allegations and concerns. Where these actions are found factually true, the Office will provide recommended actions related to the removal, demotion or suspension based on poor performance and/or misconduct. Additionally, OAWP provides the protection of valued VA whistleblowers against retaliation for their disclosures.

Functions and Activities

- Triage: Assesses submissions; refer for OAWP or organizational investigation.
- Investigations: Conducts investigation; determine sufficiency of the evidence; analyze evidence and determine investigative findings; prepare report of investigation.
- Advisory and Analysis: Makes recommendations regarding accountability actions to the Secretary and other senior officials; prepare disciplinary actions in instances of senior leader misconduct or poor performance.
- Knowledge Management Operations: Enables improved performance of OAWP through process and systems design, analytical support, performance monitoring, trend analysis, and consultative services.
- Human Resources Operations: Supports OAWP's total operation to include personnel, manpower management, fiscal and administrative services.

Triage Division

Overview

The Triage Division is the entry point for all matters submitted to OAWP for review. Triage evaluates, assesses and tracks matters. This includes initiating preliminary review of submissions, determining if they are protected disclosures, and recommending appropriate action to allow for disposition of each matter.

Functions and Activities

- Intake: Receive, review, and assess incoming matters. Determine if the matter is a protected disclosure or another matter which falls under OAWP's scope.

- Referral: Once developed, matters are referred to the appropriate administration, OAWP, or another entity (OIG, OMI, etc.) for review/investigation.

- Tracking and Close Out: Track and review responses from Administrations to ensure matters were sufficiently reviewed and responsive to the disclosures being made.

Investigations Division

Overview

The Investigations Division is the primary entity within VA for investigating senior leader misconduct and wrongdoing as well as whistleblower retaliation. The division makes recommendations and communicates Department policies that govern investigating non-criminal allegations of misconduct or malfeasance including whistleblower retaliation and another accountability matters throughout the Department.

Functions and Activities

- Assess: Determines the scope, method, and need for other investigative team members.

- Plan: Prepare charge memo; notify appropriate parties of investigation; make travel arrangements; identify material witnesses; coordinate local logistics; arrange court reporting services.

- Conduct: Conduct interviews; gather relevant documents; determine sufficiency of the evidence; analyze evidence and determine investigative findings; prepare report of investigation.

Advisory and Analysis Division

Overview

The Advisory and Analysis division works to improve the performance and accountability of VA senior executives and employees through timely and thorough review of all senior leader investigations. A&A also strives to make sound, consistent, and defensible disciplinary recommendations.

Functions and Activities

- A&A makes recommendations regarding accountability actions to the Secretary and other senior officials.
- The division works closely with senior management to prepare disciplinary actions in instances of senior leader misconduct or poor performance.
- A&A also provides advice and guidance to VA employees on the Accountability Law and provides guidance to management officials on the implementation of the Accountability Act and whistleblower protections.

Knowledge Management Operations Division

Overview

KMO enables improved performance of OAWP through process and systems design, analytical support, performance monitoring, trend analysis, and consultative services.

Functions and Activities

- Performance: Improves repeatability and reproducibility of OAWP processes; metrics; strategic/risk/ organizational planning support.
- Development: Develops case management and reporting capabilities; increase visibility of case management processes.
- Sustainment: Manages recurring reports and staff support.

Human Resources Operations Division

Overview

HRO's mission is to support OAWP's total operation to include personnel, manpower management, fiscal and administrative services.

Functions and Activities

- Administration: Manages resources and people in an efficient manner to maintain efficient operations of OAWP.
- Human Resources Support: Maintains utilization of human resources activities to facilitate working relationships and employee development among OAWP.
- Budget: Manages fiscal responsibilities to control spending, plans of business units and obligations by OAWP.

Authorities

P.L. 115-41. The VA Accountability and Whistleblower Protection Act of 2017.

Veterans Benefits Administration

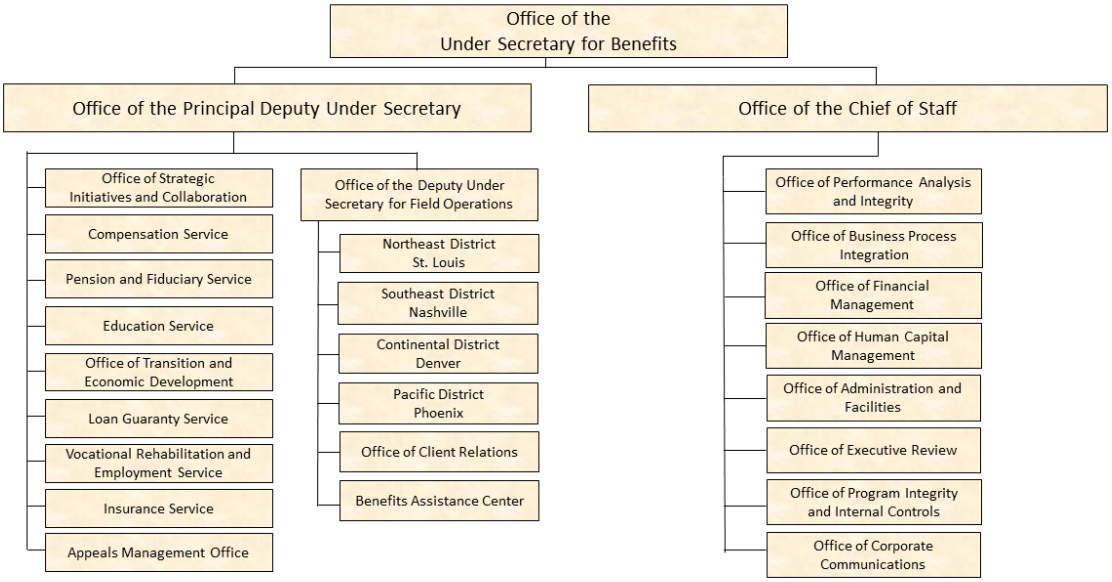

Figure 4 - Veterans Benefits Administration

Alternate representation of the Veterans Benefits Administration organization chart

Office of the Under Secretary for Benefits

Mission

The mission of the Veterans Benefits Administration is to provide benefits and services to Veterans, their families and survivors in a responsive, timely, and compassionate manner in recognition of their service to the Nation.

Overview

The USB's Office supports the Under Secretary for Benefits (USB) in leading and directing the Veterans Benefits Administration (VBA). The Office of the USB is headed by the USB and includes the Principal Deputy Under Secretary (PDUSB), Chief of Staff (COS), and Deputy COS who provide senior executive leadership for VBA.

Functions and Activities

The USB leads and directs the delivery of Compensation, Pension, Education, Vocational Rehabilitation and Employment, Loan Guaranty, Military-to-Civilian Transition, Economic Development, Fiduciary, and Insurance benefits.

- Communicates VBA's vision, principles, policies, goals, expectations, and outcomes to the Office of the Secretary, other VA departmental officials, Office of Management and Budget (OMB), Congress, the Government Accountability Office (GAO), Veterans, Veterans Service Organizations (VSOs), other Federal agencies, and external stakeholders.

- Coordinates critical policy and program issues throughout the organization and externally. Establishes and implements clear policies, practices, and management controls for all VBA programs. Establishes standards and policies on national workforce issues.

- Develops long-range plans and policies that impact VBA's long-term direction and strategy.

- Provides briefings, speeches, congressional testimony and high-level presentations regarding Veterans benefits programs, to include both program oversight information and recommendations for new program initiatives.

- Manages and controls communications and fosters greater cooperation and communication both to and from internal and external stakeholders.

- Collaborates with the Department of Defense (DoD) to expand information sharing and identify improvements in benefits delivery and claims processing. Serves as Co-Chairperson of the Benefits Executive Council (BEC) and a member of the Joint Executive Council. Works with the Wounded Warrior Care and Transition Office and other DoD entities. Coordinates, develops, and recommends milestones for the BEC working groups that are reported in the Joint Executive Council (JEC) Strategic Plan and Annual Report.

- Establishes committees, advisory groups, and review bodies as necessary to provide information and advice to the USB.

Office of the Principal Deputy Under Secretary for Benefits

Overview

The Office of the Principal Deputy Under Secretary for Benefits (PDUSB) ensures the integration, effectiveness, and reliability of the systems and programs supporting the benefits and related services available to our Nation's Veterans. In the absence of the USB, the PDUSB performs the duties of the USB.

The Office of the PDUSB comprises ten program offices that are critical to the mission of VBA: The Office of Strategic Initiatives and Collaboration, Compensation Service, Pension and Fiduciary Service, Education Service, Office of Transition and Economic Development, Loan Guaranty Service, Vocational Rehabilitation and Employment Service, Insurance Service, Appeals Management Office and the Office of the Deputy Under Secretary for Field Operations.

Functions and Activities

- Acts as the immediate assistant to the USB in daily administrative duties and is responsible for the integration of programs and policies for VA's benefits delivery.

- Provides oversight and guidance for service directors in VA Central Office as well as district and Regional Office directors nationwide.

- Leads VBA in defining the corporate code of ethics, vision, principles, policies, goals, expectations, and the lines of authority through which these will be actualized.

- Provides leadership and direction for VBA's transformation initiatives, other national initiatives, projects, pilots and studies in the areas of organizing and controlling mission and support operations of the VA benefits delivery system.

- Oversees the development of VBA's Strategic Plan, and assures implementation of initiatives, programs and actions which improve organizational performance.

Office of Strategic Initiatives and Collaboration

Overview

The Office of Strategic initiatives and Collaboration (OSIC) facilitates the coordination of and provides oversight for business line activities, in support of the Under Secretary for Benefits' (USB) strategic priorities. OSIC's core mission is to foster a culture of innovation and collaboration across the VBA enterprise, with the objective of being recognized as a leader in ideation, innovation, collaboration, and continuous process improvement.

OSIC executes its mission through the following two functional teams: Initiatives, and Collaboration.

The Initiatives Team supports VBA projects and initiatives by providing business line project teams with subject matter expertise in the application of project management best practices.

The Collaboration Team serves as engagement liaisons between the various business lines and the larger organization.

Functions and Activities

OSIC supports VBA business line projects and initiatives by providing the following services:

- Customer Intelligence: analyzes customer satisfaction surveys to provide insights and recommendations on service delivery improvements. Design: provides VBA business lines with technical assistance in the development of design artifacts such as User Personas, Journey Maps, and User Interface Prototypes.

- Engagement Planning: supports the planning and execution of strategic initiatives and collaboration efforts, to include hosting conferences and providing expert facilitation services.

- Program /Project Management: coordinates the deployment of organizational resources and fosters an integrated approach to portfolio management.

- Performance Assessment: assesses program execution and service delivery performance and identifies improvement areas.

- Business Process Reengineering: restructures business functions and operating units to improve performance and mission alignment.

Authorities

38 U.S.C. 306. Under Secretary for Benefits.
38 U.S.C. Chapter 77. Veterans Benefits Administration.
38 C.F.R. 2.6(b). Secretary's Delegations of Authority to Certain Officials (38 U.S.C. 512).

Compensation Service

Overview

The mission of Compensation Service is to provide disability compensation to Veterans in recognition of the effects of disabilities incurred or aggravated from diseases, injuries, or events during active military service.

Functions and Activities

Compensation Service develops rulemaking and policy requirements, and conducts advisory reviews in support of the compensation benefit program:

- Drafts proposed and final rules.
- Addresses all policy, maintenance, and implementation aspects of regulatory guidance for VA that is found under Title 38 Code of Federal Regulations at Part 3, Adjudication, and at Part 4, Schedule for Rating Disabilities (VASRD).
- Develops, maintains, and updates Disability Benefits Questionnaires (DBQ).
- Advises on operational and policy requirements to implement the law and effect leadership decisions regarding compensation.
- Conducts advisory reviews, participates in special case reviews and prepares decision assessment documents to analyze the effects of decisions by the U.S. Court of Appeals for Veterans Claims and the U.S. Court of Appeals for the Federal Circuit.
- Represents Compensation Service on legislative and policy matters and special projects.

Compensation Service develops and disseminates procedures for the administration of the compensation benefit program.

- Issues and administers procedural guidance implementing initiatives and laws governing VA benefits.
- Liaisons with external stakeholders, such as the Department of Defense, Social Security Administration, and the Department of Justice, to provide subject matter expertise on Veterans benefits and appropriate system access.
- Collaborates with VBA stakeholders to develop and support system requirements for automation and other functionality.
- Updates the VBA manual, M21-1, *Adjudication Procedures*.
- Creates and maintains forms and letters used in the adjudication of compensation benefits.
- Establishes and maintains computer-matching agreements between VBA and other Government agencies.

- Administers and oversees programs and benefits to separating Servicemembers to ease the transition into civilian life.

- Collaborates with DoD to design and continuously improve the disability evaluation process for Servicemembers facing medical discharge.

Compensation Service develops, facilitates, and oversees training and implementation of the skill-certification tests for VA employees involved in processing compensation claims and appeals.

- Develops, supports, and facilitates training for new, intermediate-, and journey-level employees.

- Develops, supports, and monitors the National Training Plan for claims processors.

- Collaborates with the Office of Field Operations and regional offices to ensure that all training products are accurate and consistent with Compensation Service directives and meet the needs of claims processors to produce accurate and timely decisions.

- Collaborates with contractors to develop new training products and methods of training delivery that utilize cutting-edge technology and allow desktop delivery to remote locations.

- Develops and facilitates specialized training for Military Service Coordinators (MSCs).

- Collaborates with the Office of Field Operations to ensure MSC training is accurate and relevant to the needed knowledge, skills, and abilities.

Compensation Service facilitates and monitors several multi-million-dollar contracts to obtain medical disability examinations and support Compensation Service initiatives.

- Works with the contractors, regional offices, and VBA leadership to ensure all contracts maximize claim processing capacity while improving, timeliness and accuracy.

- Oversees and monitors several multi-million-dollar contracts to provide medical disability examinations in national and international locations.

- Develops and monitors contracts to audit the invoices received from the medical disability examination contractors and to report customer satisfaction scores for the medical disability examination contractors.

- Leads a team of contractors and field subject matter experts in developing and revising skill certification tests for employees and managers involved in claims processing.

- Monitors the performance of the contractor in facilitating and management of the skill-certification tests.

- Collaborates with the Office of Field Operations, regional office representatives, contractors, and Compensation Service staff to monitor the relevance and accuracy of the skill certification test content.

- Collaborates with VHA to ensure contract examiner training meet standards determined by Disability Medical Assessment.
- Monitors the quality of work completed by contract examiners.
- Monitors the status of contract examiner credentials and licensing.

Compensation Service assesses claims processing accuracy nationwide for rating and authorization workload.

- Controls and oversees the Systematic Technical Accuracy Review (STAR) program, which conducts rating consistency and special focus reviews with regular, random samples from each station.
- Conducts monthly rating quality calls to disseminate STAR results/information to regional office personnel.
- Posts monthly STAR reports for current and previous fiscal year to STAR Web page.
- Publishes monthly quality call notes with articles on site visits, rating and authorization accuracy, rating consistency, and VHA exam reviews to support efforts to improve quality at the regional office level.
- Analyzes quarterly rating data for most common diagnostic codes to identify inconsistencies in regional office rating determinations.
- Conducts focused, audit-style reviews of samples of rating decisions based on results of data analysis described above.
- Administers studies to assess nationwide consistency in eligibility determinations.
- Collaborates with VHA's Disability and Medical Assessment Program Office (DMA) on VBA's compensation and pension examination requests process. This includes monitoring the accuracy and timeliness of compensation and pension examination requests nationwide, and the Disability Benefits Questionnaires Switchboard.
- Conducts nationwide site visits to ensure regional offices follow VBA policies and procedures pertaining to compensation.
- Updates the VBA manual, M21-4, Manpower Control and Utilization in Adjudication Divisions.

Compensation Service enables the responsive and timely delivery of compensation and pension benefits through the development and maintenance of business line software applications, systems, and data.

- Executes business ownership and develops business architecture for the Compensation Service portfolio of IT software application.

- Provides internal coordination of business requirements, serves as external liaison to the Office of Business Process Integration (OBPI) and Office of Information Technology (OI&T), and executes business sign-off for Compensation Service IT products.

- Develops VETSNET and Veterans Benefits Management System (VBMS) claims processing functionality to include business process analysis, requirements, testing, systems training, and help desk support.

- Develops new claims processing functionality to include business process analysis, requirements, testing, training, and help desk support, as well as business-side management of most critical compensation non-VETSNET/non-VBMS/non-Virtual VA applications.

- Develops and maintains the Virtual VA/Legacy Content Manager (LCM) suite of applications, a technology for paperless claims processing that increases the timeliness of responses to Veterans' inquiries and claims by eliminating the limitations associated with physical records.

- Provides critical support for any initiative aimed at reducing the use of paper in compensation claim processing including interagency partnerships.

- Leads the Private Medical Records program that utilizes private vendor claims development assistance to obtain Veterans' medical records from non-VA physicians.

Compensation Service addresses the tools, behaviors, and organizational changes necessary to improve internal service efforts and activities that cross business lines.

- Outlines business processes for collaboration and develops plans for execution.

- Identifies and recommends work environment tools to assess progress through metrics and employee feedback.

- Establishes new ways to interact with employees and encourage their participation in the development of procedures.

- Gathers feedback from employees and other stakeholders to assist community collaboration.

Authorities

38 U.S.C. Chapters 1, 11, 18, 51, 53, 61, 77. Veterans' Benefits.
38 C.F.R. Part 4. Schedule for Rating Disabilities.
5 U.S.C. Appendix 2. The Federal Advisory Committee Act (FACA) of 1972.

Pension and Fiduciary Service

Overview

The Pension and Fiduciary (P&F) Service administers VA's needs-based pension program for wartime Veterans and their survivors, dependency and indemnity compensation (DIC) program for the survivors of Veterans who die because of service-connected disabilities, the parents' DIC program for dependent parents, and burial benefits program for survivors and other individuals who paid for the burials or

funerals of deceased Veterans. P&F Service also administers VA's fiduciary program for beneficiaries who are determined to be unable to manage their VA benefits due to medical conditions or age.

Functions and Activities

In administering the pension, DIC, parents' DIC, burial benefit and fiduciary programs, P&F Service:

- Develops, maintains, coordinates, and implements the regulations, policies, and procedures governing these programs.
- Provides technical, program-specific advice regarding existing and proposed legislation affecting these programs.
- Develops, maintains, and implements national training standards for VA employees adjudicating the claims related of these programs. Conducts national quality reviews of regional offices, pension management centers (PMC) and fiduciary hub decisions.
- Develops protocols for and conducts site assistance visits for the purposes of (1) assisting the regional offices, PMCs, and fiduciary hubs in complying with published policies and procedures, (2) identifying areas for improvement, and (3) establishing best practices.
- Addresses the concerns of external and internal stakeholders in matters related to these programs.
- Conducts outreach to educate individuals on the fiduciary program, train current fiduciaries, and recruit potential fiduciaries willing to serve beneficiaries in their best interests.
- Coordinates with the Benefits Assistance Service to improve outreach efforts to Veterans and survivors on the pension, DIC, parents' DIC, and burial benefit programs.
- Develops business requirement and works with the Office of Information and Technology to deliver functionality that improves the timeliness, quality, and transparency of decisions made related to these programs.

Authorities

38 U.S.C. 1315 Chapters 1, 13, 15, 23, 51, 53, 55, 61. Dependency and Indemnity Compensation.

Education Service

Overview

The mission of Education Service is to provide educational assistance to Veterans and support all beneficiaries to achieve their educational, vocational and/or professional goals. Educational Assistance assists with the readjustment to civilian life; restores opportunities lost because of military service; extends higher education benefits to qualified persons who may not otherwise be able to afford it; aids military recruitment and retention of highly qualified personnel; and enhances the National workforce.

Functions and Activities

Education Service develops and implements regulations, other policy guidance, and procedures to translate legislation into the effective delivery of education benefits.

- Drafts regulations to govern new or modified education benefit programs.
- Develops and disseminates procedural guidance for processing, payment, and oversight of all VA education benefit programs.
- Proposes and maintains VA information collection requests with the Office of Management and Budget to facilitate processing of benefits and data collection from beneficiaries.

Education Service supports the Regional Processing Offices and Central Office staffs and some external stakeholders on VA education benefits and other relevant competencies.

- Analyzes training needs of staff and external stakeholders, such as School Certifying Officials and State Approving Agencies (SAA).
- Designs and develops training materials and manuals, including online training.
- Delivers training using appropriate methodology, such as train-the-trainer and Web-based training.
- Evaluates and reports training outcomes.

Education Service manages quality assurance, payment accuracy, program appraisal, internal control management, and equitable relief determinations.

- Conducts annual site visits at Regional Processing Offices and reviews a subset of education cases to determine accuracy.
- Monitors and reports field office workload and production.
- Provides direct customer service to beneficiaries on an ad hoc basis, and addresses congressional inquiries submitted to VA on behalf of claimants.

Education Service provides education and outreach on VA education benefits to internal and external stakeholders and beneficiaries.

- Conducts workshops and presentations at various outreach events to disseminate information and build relationships with stakeholders.
- Updates education benefit pamphlets, GI Bill website, GI Bill Facebook page, and other media.
- Disseminates information about VA education benefit programs and services.

Education Service develops effective education business line procedures and IT systems requirements to support claims processing, and effectively implement statutes and regulations governing VA education benefits.

- Composes business requirements for systems required for education benefit processing.

- Conducts user-acceptance testing and associated processes to ensure acceptable system performance before deployment.
- Updates M22-4 procedural manual as needed to support claims processing activities.

Education Service maintains and enhances legacy systems to facilitate education benefit processing.

- Assesses existing legacy systems regularly and in response to program changes to ensure necessary functionality and identify any required modifications.
- Develops and submits project initiation requests to implement modifications or develop data reports for use by Education Service.
- Monitors system performance to ensure no interruption of claims processing.
- Education Service provides analytical support to enable VA's mission and to meet customers' needs.
- Performs business analytics by evaluating, developing, and transforming ad hoc request into data-driven reports.
- Conducts qualitative and quantitative studies that support the strategies to meet customer needs.
- Manages outcome measures in collaboration with the Department of Education and Department of Defense to provide information on available educational programs to support informed decision making.
- Manages and facilitates Career Scope (assessment tool) to measure Veterans' interests and aptitudes to help them determine the best career path for transition to civilian life.
- Maintains reports.

Education Service maintains and enforces State Approving Agency (SAA) contracts and Yellow Ribbon Program agreements and serves as approval authority for education programs.

- Revises, issues, and processes SAA contracts annually to ensure maximum value to VA.
- Provides relevant training to and oversight of SAAs.
- Issues guidance and monitors performance of education compliance survey specialists.
- Supports the administration of the Yellow Ribbon component of the Post-9/11 GI Bill, which allows VA to enter into voluntary agreements with schools to cover beneficiaries' unmet educational expenses.
- Education Service maintains liaison and outreach activities with State Approving Agencies, School Certifying Officials, Veterans Claims Examiners and stakeholders.

- Provides supervision of Chief Education Liaison Officers (CELO). Provides supervision and guidance to Education Compliance Survey Specialists for the conduct of 100% audits, school liability, and OIG referrals.
- Oversees the conduct of quarterly quality reviews by education liaison representatives of compliance surveys conducted by the SAAs.
- Works with SAAs to establish their schedules and continued training.
- Compiles data about nature of discrepancies found during compliance surveys.
- Tracks results of compliance surveys and provides reports to leadership.
- Education Service manages the GI Bill Feedback System.
- Triages all incoming complaints and notify school of the complaint.
- Monitors response from the school and respond to Veterans.
- Makes determinations about the necessity of conducting a Risk Based Review and notifies CELO.

Authorities

38 U.S.C. Chapters 30, 32-36. Veterans' Benefits.
38 C.F.R. Part 21, Subparts B, C, D, G, H, K, P. Vocational Rehabilitation and Education.
P.L. 112-56. Vow to Hire Heroes.
10 U.S.C. 510. Enlistment Incentives for Pursuit of Skills to Facilitate National Service.
10 U.S.C. Chapters 1606-1607. Educational Assistance for Members of The Selected Reserve.

Transition and Economic Development

Overview

The Office of Transition and Economic Development (TED) supports seamless transition from military to civilian life and accelerates the economic empowerment and independence of transitioning Servicemembers, Veterans, and their families.

Function and Activities:

TED educates transitioning Servicemembers, Veterans, and their families throughout their military careers and into civilian life about the wide-range of available benefits, services, and resources.

- Administers VA's Transition Assistance Program.
- Conducts training to approximately 250,000 transitioning Servicemembers per year at over 300 military installations worldwide.
- Delivers educational and career counseling to transitioning Servicemembers, Veterans, and eligible beneficiaries to help guide their career paths and ensure the most effective use of their education benefits.

TED convenes stakeholders at all levels of government and with VSO's, the private sector, and community organizations to accelerate economic development in economically-distressed communities.

- Convenes economic development roundtables and implement community-oriented plans that result to advance economic well-being, growth, and sustainability.
- Establishes and participates in interagency initiatives to deliver unprecedented resources and services to transitioning Servicemembers and Veterans.

TED empowers transitioning Servicemembers, Veterans, and their families to control their own economic independence and achieve more for a better life by anticipating their needs.

- Supports public-private partnerships and service projects in economically-distressed communities in close collaboration with community organizations.
- Accelerates ownership of economic independence via the expansion of pre-separation employment training leading to job opportunities for transitioning Servicemembers within VA.

Loan Guaranty Service

Overview

The Loan Guaranty Service (LGY) maximizes the opportunity for Veterans and Servicemembers to obtain, retain, and adapt homes by providing a viable and fiscally responsible benefit program in recognition of their service to the Nation.

Functions and Activities

LGY provides a viable and progressive loan program as a benefit for eligible Veterans and Servicemembers to obtain homes.

- Increases the participation of private-sector program stakeholders and participants (i.e., lenders, builders, real estate agents, and appraisers) through varied communication/outreach activities and training sessions.
- Builds and enhances cross-cutting partnerships with private-sector trade groups (e.g., Mortgage Bankers Association), mortgage banks, and other Government agencies (e.g., the Department of Housing and Urban Development, DoD, and the Department of Treasury).
- Increases Veteran and Servicemember awareness of their home loan guaranty benefit through varied communication/outreach activities.
- Ensures that the collateral securing VA-guaranteed home loans meets VA's minimum property requirements.

LGY maximizes fiscally responsible opportunities for Veterans and Servicemembers to retain their homes or avoid foreclosure during times of financial hardship.

- Ensures VA has seamless access to life-of-loan information so that VA loan servicing staff can advocate for Veterans who are facing loan default.

- Forges partnerships across Government agencies to ensure unified Government response to VA borrowers in times of national emergency or economic crisis to ensure borrowers have maximized opportunity to retain their homes and avoid foreclosure.

- Works with private sector loan servicers to ensure that borrowers are offered a comprehensive set of financial options that could help them retain their home or avoid foreclosure (e.g., loan modifications, repayment plans, and deeds-in-lieu of foreclosure or short sales).

- Conducts outreach to Veterans, private-sector loan servicers and other industry stakeholders to ensure that VA remains at the forefront of the industry in offering home retention options and alternatives to foreclosure.

LGY adapts delivery of industry best practices and makes timely changes as necessary when technology or the marketplace generates improvements in the home loan process.

- In keeping with mortgage industry trends, LGY will undertake and support initiatives to ensure Veterans and other program stakeholders have secure, easy access to program information and benefit process information, and that they can interact with VA for benefits and services at a time and place that is convenient to them.

LGY effectively and efficiently administers the Specially Adapted Housing (SAH) grant program to enable eligible severely disabled Veterans and Servicemembers to live as independently as possible.

- Conducts initial interviews with Veterans and their families to explain the SAH grant benefit process and how it may be of assistance in meeting their disability-related housing needs.

- Conducts a feasibility inspection to determine if an existing home can be adapted to meet a Veteran's housing needs and SAH benefit requirements.

- Assists Veterans with locating and educating contractors/builders regarding SAH minimum property requirements and other accessible features.

- Conducts cost analysis and program oversight with desk and field reviews to minimize potential fraud, waste, and abuse due to misinterpretation of construction plans and contracts.

- Acts as a mediator to resolve complaints between Veterans and third parties involved with SAH program administration.

LGY provides direct-loan mortgage financing to Native American Veterans who desire to live on Federal Trust land.

- Conducts outreach to Native American tribes and their members to increase awareness of the program.

- Enters memorandums of understanding that outline the rights and responsibilities of the respective Governmental entities.

- Originates and funds direct loans to qualified Native American Veterans living on Federal Trust land.

- Services (i.e., collect payments and assists Veterans in default) for VA Native American Direct Loans in the LGY portfolio.

- Conducts construction compliance inspections on new homes that secure Native American direct loans.

LGY ensures internal oversight of the home loan program is systematic and forward-looking and ensures that program risks and internal controls are adequately assessed and monitored.

- Conducts audits/reviews of private-sector lenders, servicers, appraisers, and general contractors/builders to ensure they adhere to VA's laws, regulations, and policies for delivering the VA home loan guaranty benefit and program services.

- Conducts regular reviews of the work being done by Regional Loan Center staff (quality control, site visits, ad-hoc analysis, etc.) to ensure field stations comply with VA's laws, regulations, and policies for delivering the VA home loan guaranty benefit and program services.

- Conducts thorough oversight/reviews of LGY contracts to ensure compliance with key contract provisions and to ensure that payments made to contractors are appropriate.

- Conducts regular and iterative internal control reviews and assessments of all LGY business processes so that all potential risks are identified, evaluated, and mitigated, as appropriate.

LGY markets VA-acquired properties for sale in a manner which maximizes return on investment to the Government and minimizes the time properties are held in inventory.

- Prepares properties for sale by inspecting, winterizing, and performing necessary repairs.

- Posts properties for market in a public manner.

- Manages properties that are in inventory to minimize potential damage and resultant cost to taxpayers.

- Has authority to offer VA-backed financing to qualified purchasers of VA-acquired properties referred to as Vendee loans.

Authorities

38 U.S.C. Chapter 30. All-Volunteer Force Educational Assistance Program.
38 U.S.C. Chapter 32. Post-Vietnam Era Veterans' Educational Assistance.
38 U.S.C. Chapter 33. Veterans' Benefits Part III-Readjustment and Related Benefits.
38 U.S.C. Chapter 34. Veterans' Educational Assistance.
38 U.S.C. Chapter 35. Survivors' and Dependents' Educational Assistance.
38 U.S.C. Chapter 36. Administration of Educational Benefits.
38 C.F.R. Part 21, Subparts B, C, D, G, H, K, P. Vocational Rehabilitation and Education.
P.L. 112-56. Vow to Hire Heroes Act of 2011.
10 U.S.C. 510. Enlistment Incentives for Pursuit of Skills to Facilitate National Service.
10 U.S.C. Chapters 1606-1607. Enlistment Incentives for Pursuit of Skills to Facilitate National Service.

Vocational Rehabilitation and Employment Service

Overview

The Vocational Rehabilitation and Employment (VR&E) program helps Veterans with service-connected disabilities and an employment handicap prepare for, find, and maintain suitable careers. For Veterans with service-connected disabilities so severe that they cannot immediately consider work, VR&E provides services to improve their ability to live as independently as possible.

Functions and Activities

VR&E develops and implements strategic and tactical plans to accomplish the mission as a component of VA's overall mission.

VR&E provides guidance and counsel to regional offices on a variety of issues impacting the VR&E program.

- Conducts monthly calls and provides corresponding newsletters to regional offices to ensure information is documented to ensure consistency.
- Maintains the Knowledge Management Portal (KMP), which centralizes all VR&E documents, to include the M28 Vocational Rehabilitation and Employment Procedures Manual, procedural advisories, circulars, letters, and training materials. The KMP enables the VR&E regional office staff to operate within standardized guidelines.
- Develops and expands the Vocational Rehabilitation Counselor (VRC) Electronic Performance Support System (EPSS), an online reference, and information tool designed to enhance performance of VRCs by providing just-in-time work aids.
- Develops and deploys Training Performance Support Systems (TPSS) to ensure training is available and to ensure high performance and consistency in all job positions.

VR&E develops regulations and policies that drive effective and efficient processes.

- Conducts ongoing review of regulations to ensure that they result in the most effective delivery of vocational rehabilitation benefits.
- Develops regulations to incorporate new laws or policies that impact the VR&E program.
- Develops legislative proposals for changes and improvements to the VR&E program.
- Reviews, analyzes, and prepares views and costing for legislative proposals initiated by other VA or other Federal organizational elements that may impact VR&E service delivery operations.
- Continues VR&E's Business Process Re-engineering (BPR), which will maximize Veteran self-service, counselor and Veteran tools, and simplify end-to-end processes for Veterans and professional staff. Updates corresponding metrics, quality assurance, and policy and procedures to support BPR changes.

VR&E formulates and executes the budget for the program.

- Formulates the budget for upcoming years based on current and future policies, legislation, and changing Veteran needs and demographics.

- Ensures budget focuses on core tactical and strategic goals in support of the Department's mission. Coordinates with ORM to finalize budgetary needs and assist in preparing the President's Budget.

- Monitors budget execution and adjusts budget as needed to meet emerging VR&E or VBA mission.

- Monitors and reports on the status of the general operating budget, funding of program, interagency agreements and service contracts.

- Administers national allocations to the Revolving Fund Loan (RFL) Program and the Educational Vocational (EdVoc) Fund.

- Reviews and processes all service contracts through the acquisitions' review staff.

- Ensures all acquisitions comply with the acquisition process and support the Department's socioeconomic goals for small and disadvantaged businesses.

VR&E oversees quality of service provision through case reviews and site visits.

- Provides quantifiable measures of the accuracy of decisions, procedures, and service provision to evaluate regional office performance.

- Conducts site visits to evaluate each VRE division's program management and operational processes for accuracy, consistency in service delivery, program integrity, identification of best practices, and vulnerabilities to waste, fraud, and abuse of benefits.

- Conducts case reviews of a random sample of cases from each regional office monthly to evaluate for accuracy of decisions and provision of services.

- Identifies required actions for correction of errors and provides them to the Office of Field Operations and the appropriate regional office for action.

- Identifies trends to evaluate management, resource, system, policy, and training needs.

VR&E provides technical and advisory support to its divisions regarding regulations, policies, and procedures.

- Investigates and responds to a variety of program-related inquiries including Veteran, congressional, and all other stakeholder inquiries.

- Applies knowledge of current program legislation, policy, and rehabilitation trends to investigate, analyze and complete requests for administrative case reviews, advisory opinions, employee suggestions, or complaints.

- Makes recommendations to modify procedures, forms, and form letters based on Field Advisory and Change Committee and regional office staff input.

- Establishes and maintains relationships with other VA service-level organizations and other Federal agencies, such as Department of Labor and Small Business Administration.

VR&E oversees staff training programs.

- Analyzes training needs of VA regional office staff to identify gaps and training needs related to the delivery of VR&E services. Develops a national training curriculum and job-specific training checklist that is comprehensive, clear, and that satisfies the needs for both novice and expert personnel.

- Develops VR&E leaders with well-planned training programs aligned with VR&E and VA business objectives and strategies for VR&E staff.

- Ensures delivery of training in multiple formats, utilizing advanced technology to support virtual training and e-learning.

VR&E implements and provides oversight of effective outreach programs to ensure Servicemembers and Veterans are provided with opportunities to participate in the VR&E program.

- Provides outreach and early intervention counseling services, including automatic entitlement to VR&E benefits and services to transitioning Servicemembers through the Integrated Disability Evaluation System (IDES) program at 71 military installations.

- VR&E's VetSuccess on Campus (VSOC) program has professional vocational rehabilitation counselors located at 104 college campuses across the country. VSOC Counselors provide outreach, benefits assistance, professional counseling, and referrals for health care and other services to student Veterans, Servicemembers, and their eligible dependents.

- The VSOC program provides a wide range of educational and vocational counseling services designed to provide personalized counseling and support to help guide career paths, ensure the most effective use of VA benefits, and achieve educational and career goals to transitioning Servicemembers within six months prior to discharge, Veterans within one year following discharge from active duty, and all VA education beneficiaries.

- Coordinates and conducts effective outreach to special Veteran populations to increase participation and ensure successful outcomes.

VR&E communicates and establishes agreements with employers to connect job-ready Veterans with employment opportunities at the regional office level and oversees employment activities.

- Plans, coordinates, and participates in job fairs to promote the value of hiring VR&E program graduates and expose job-ready Veterans to potential employers.

- Reviews, assesses, and defines policy or program issues regarding employment services provided to Veterans with disabilities, and improving services to meet the employment needs of Veterans.

- Promotes the use of special hiring authorities, the special employment incentive programs, apprenticeships, on-the-job training, non-paid work experience opportunities, and tax incentives to maximize employment of Veterans.

VR&E manages requirements for data to analyze performance metrics in support of Department goals.

- Analyzes existing data for organizational performance to ensure VR&E exceeds Veterans' expectations of quality, timeliness, and responsiveness.

- Enhances data reporting to support changing organizational requirements.

- Provides ad hoc and recurring reports to regional offices to assist in managing and overseeing regional office operations.

- Utilizes results to identify trends that necessitate changes in procedures and/or regional office training.

VR&E procures and governs contracts.

- Collaborates with the Center for Acquisition Innovation (CAI) and the OGC on the centralized acquisition and governance of VR&E service contracts.

- Provides guidance and training assistance to regional office VR&E managers and contracting specialists in the areas of contracting policy and procedures.

- Ensures the Department-wide Small Businesses, Small Disadvantaged Businesses, Women-Owned Small Businesses, Service-Disabled Veteran-Owned Small Businesses, Veteran-Owned Small Businesses, and Historically Underutilized Businesses are considered and documented in all VR&E acquisition packages.

VR&E continues to work with partners in the development and refinement of effective IT systems requirements.

- In collaboration with partners and stakeholders, develops and modifies requirements for existing and new IT systems to enable VR&E staff to meet and exceed Veteran expectations of quality, timeliness, and responsiveness.

- In collaboration with VRM develops requirements for and implementation of Veteran-facing tools to assist Veterans in maximizing self-service and expand access to tools that maximize success throughout the rehabilitation continuum.

- Updates tools that make policy, procedures, regulations, and training materials easily accessible to staff.

- VR&E is in constant collaboration with Veterans Health Administration (VHA) and other Federal, state, and private partners to provide Veterans the most comprehensive vocational rehabilitation services available.

Authorities
38 U.S.C. Chapters 1, 18, 31, 35, 36. Veterans' Benefits.
38 C.F.R. Part 21, Subparts A, C, D, M. Vocational Rehabilitation and Education.

Insurance Service

Overview
Insurance Service provides Veterans with life insurance benefits that may not be available from the commercial insurance industry due to loss or impaired insurability resulting from military service. Insurance Service also provides universally available life insurance benefits to Servicemembers and their families, as well as traumatic injury protection insurance for Servicemembers. VA provides all benefits and services in an accurate, timely, and courteous manner at the lowest achievable administrative cost. VA provides insurance coverage in reasonable amounts and ensures a competitive secure rate of return on investments held on behalf of the insured.

Functions and Activities
Insurance Service provides the same or better life insurance benefits as those available to private citizens. These include the National Service Life Insurance (NSLI), United States Government Life Insurance (USGLI), Veterans' Special Life Insurance (VSLI) and Veterans' Reopened Insurance (VRI) programs. VA Insurance Service performs the following functions:

- Pays insurance disbursements, including death claims, loans, and cash-surrender requests.
- Maintains current policies by handling policyholders' requests, including processing dividend distributions, change-of-plan, and reinstatement requests.
- Offers a variety of options for policyholders to pay their insurance premiums, including deduction from compensation or pension benefits, deduction from annual dividend distribution, deduction from retired service pay, electronic funds transfer, and payment by check. Waiver of premiums is also available for certain programs.
- Sets policy reserves and formulates dividend scales for each participating insurance program based on the mortality experience and investment earnings of the funds.

VA provides insurance coverage and services to Veterans who have lost their ability to purchase commercial insurance at standard (healthy) rates because of their service-connected disabilities. These include the Service-Disabled Veterans' Insurance (S-DVI) and the Veterans' Mortgage Life Insurance (VMLI) programs. VA Insurance Service performs the following:

- Underwrites and issues S-DVI policies to eligible disabled service-connected Veterans.
- Reviews and recommends VBA's position on legislation related to the insurance programs.
- Drafts legislative proposals.
- Prepares regulatory changes to implement new legislation and otherwise affect change.

- Develops, plans, and oversees implementation of new products designed to improve benefits and enhance Veterans' financial security.

VA provides insurance coverage and services to Active-Duty and Reserve members of the uniformed services that are commonly provided by large-scale civilian employers. These include the Servicemembers' Group Life Insurance (SGLI) and the Veterans' Group Life Insurance (VGLI) programs, Family Servicemembers' Group Life Insurance (FSGLI) and Servicemembers' Group Life Insurance Traumatic Injury Protection (TSGLI). VA Insurance Service performs the following functions:

- Provides oversight for the Government-sponsored, commercially administered SGLI, VGLI, FSGLI, and TSGLI programs.
- Reviews and recommends VBA's position on legislation related to the insurance programs. Drafts legislative proposals.
- Develops, plans, and oversees implementation of new products designed to improve benefits and enhance Servicemembers', Veterans', and their beneficiaries' financial security.
- Determines appropriate premium rates for the SGLI, FSGLI, TSGLI and VGLI programs based on actual and projected program experience.

Authorities

38 U.S.C. Chapters 19, 21, 77. Veterans' Benefits.
38 C.F.R. Parts 6, 7, 8, 8a,9. Department of Veterans Affairs.

Appeals Management Office

Overview

The Appeals Management Office (AMO) supports Veterans, their family members and survivors by developing policies and procedures to support the timely and accurate resolution of disagreements with Veterans Benefits Administration (VBA) decisions. The office leads VA's effort to implement the new appeals system as authorized by the *Veterans Appeals Improvement and Modernization Act of 2017*. Additionally, AMO oversees operations of appeals and benefit decision reviews at VBA's regional offices (ROs) and decision review operation centers (DROCs).

Functions and Activities

AMO develops rulemaking and policy requirements, and conducts advisory reviews in support of the decision disagreement and appeal processes for benefit programs:

- Drafts proposed and final rules.
- Advises on operational and policy requirements to implement the law and effect leadership decisions regarding decision disagreements.
- Represents AMO on legislative and policy matters and special projects.
- Develops and disseminates procedures for the adjudication of decision reviews and appeals.

- Issues and administers procedural guidance implementing initiatives and laws governing VA benefits.
- Liaises with external stakeholders, such as the Department of Defense, Social Security Administration, and the Department of Justice, to provide subject matter expertise on Veterans benefits and appropriate system access.
- Collaborates with VBA stakeholders to develop and support system requirements for automation and other information technology functionality.
- Collaborates with Compensation Service to update the VBA manual, M21-1, Adjudication Procedures.
- Develops, facilitates, and oversees training for VBA employees involved in processing decision reviews and appeals of VBA benefits.
- Develops, supports, and facilitates training for new, intermediate, and journey-level employees.
- Collaborates with the Office of Field Operations, Compensation Service, and ROs to ensure that all training products are accurate and consistent with agency directives and meet the needs of claims processors to produce accurate and timely decisions.
- Conducts consistency and special focus reviews of decision reviews and appeals decisions.
- Conducts nationwide site visits to ensure ROs follow VBA policies and procedures pertaining to processing decision reviews and appeals of benefit decisions.
- Ensures that RO appeals personnel and DROC personnel deliver benefits and services to Veterans, Servicemembers, their families, and survivors efficiently.
- Develops station and national productivity targets for VBA's decision reviews and appeals.
- Monitors, tracks, and evaluates national workload systems pertaining to disagreements and appeals.
- Oversees appeals and DROC employee performance, compliance with mandatory training requirements, and rewards and recognition programs.
- Provides oversight of resource management for VBA's appeals and DROC personnel.
- Formulates, validates, and executes budgetary requirements for the AMO.
- Ensures program and data integrity compliance.
- Plans, develops, coordinates, and implements effective information security procedures as identified by OMB, the National Institute of Standards and Technology, VA policies, and VBA policy and guidance documents.

- Provides the ROs and DROCs with direction, guidance, and oversight when new and revised programs, policies, initiatives, and applications for processing decision reviews and appeals are implemented.

- Interacts with Veterans and national stakeholders.

- Communicates VBA decision reviews and appeals policies, programs, and procedures with national stakeholders (VSOs, Congress, VA, VHA, and public forums).

- Responds and complies with findings and recommendations resulting from audits and reviews conducted by the OIG, GAO, and others.

Authorities

P.L. No: 115-55. Veterans Appeals Improvement and Modernization Act of 2017.
VBA Policy Letter 20-17-02. Realignment of Appeals Policy and Operational Control to the Appeals Management Office (January 4, 2017).
VBA Policy Letter 20-18-05. Decision Review Operations Centers (July 13, 2018).

Office of Field Operations

Overview

The Office of Field Operations (OFO) oversees operations at VBA's district offices, regional offices (ROs), the Records Management Center (RMC), the National Work Queue (NWQ), the Office of Client Relations, and the Benefits Assistance Service. Additionally, OFO oversees operations at satellite offices that are in cities and districts with significant demand for benefits counseling. These operations consist of compensation and vocational rehabilitation and employment claims processed at all ROs; pension claim, processed at the three Pension Management Centers; housing benefits claims processed at the Regional Loan Centers at eight of the ROs; education benefit claims processed at the regional processing centers at three ROs; and any appeals associated with such claims.

Functions and Activities

OFO ensures that field offices deliver benefits and services to Veterans, Servicemembers, their families, and survivors effectively and efficiently.

- Reviews and evaluates management goals and objectives for VBA field and district offices, and helps develop achievable performance measures that ensure the quality and consistency of benefits delivery systems.

OFO facilitates performance and workload management for VBA's field offices.

- Ensures VBA benefits and services are provided in a timely, objective manner with respect to speed, accuracy, and customer satisfaction.

- Evaluates the performance of regional and district offices.

- Monitors, tracks, and evaluates national workload systems.

- Oversees employee development, and rewards and recognition programs.

OFO oversees resource management for VBA's field offices.

- Analyzes national field operations budget execution.
- Recommends nominations for centralized field positions to USB.
- Ensures VA-wide Small Business Program Goals for Small Businesses, Small Disadvantaged Businesses, Women-Owned Small Businesses, Service-Disabled Veteran-Owned Small Businesses, Veteran-Owned Small Businesses, and Historically Underutilized Business (HUB) Zone Small Businesses are considered in VBA acquisitions.

OFO oversees the National Work Queue (NWQ).

- The NWQ staff, under the direction of the Deputy Under Secretary for Field Operations, is responsible for distributing workload from a centralized location based on the availability of resources at each regional office.
- NWQ provides VBA management with improved oversight and visibility of the claims processing on a national level, and in real-time.

OFO ensures program and data integrity compliance at the field offices.

- Plans, develops, coordinates, and implements effective information security procedures as identified by OMB, the National Institute of Standards and Technology, VA policies, and VBA policy and guidance documents.

OFO provides the district offices, regional offices, Benefits Assistance Service, and RMC with direction, guidance, and oversight when new and revised programs, policies, initiatives, and applications are implemented.

- Ensures policies, initiatives, and applications are implemented consistently nationwide.
- Monitors, tracks, and evaluates the cost and effectiveness of implemented changes.
- Provides senior leadership with feedback from the field.

OFO interacts with Veterans and national stakeholders.

- Communicates VBA policy, benefits programs, and procedures with national stakeholders (VSOs, Congress, VA, VHA, and public forums).
- Supports and assists audits and reviews conducted by the OIG, GAO, and others. Reviews and acts on audit findings.

OFO oversees workplace and employee interaction.

- Promotes and maintains an effective labor-management relations program.

- Creates and maintains a working environment that is free of discrimination and assures diversity and inclusion in the workplace.

- Ensures that plans exist and are adequately implemented to recruit, select, train, coach, retain, motivate, empower, and advance employees; and promotes the needs and goals of the individual and the organization.

- Provides a safe, healthy work environment for employees.

- Develops, implements, and completes action plan methodology to address All-Employee Survey results.

Authorities

38 U.S.C. 306, Chapter 77. Grants for Adaptive Sports Programs for Disabled Veterans and Disabled Members of The Armed Forces.
38 C.F.R. 2.6(b). Secretary's Delegations of Authority to Certain Officials (38 U.S.C. 512).

Northeast, Southeast, Pacific, and Continental Districts

Overview

Each District Office is responsible for the effective management of the VBA regional offices (ROs) for an assigned geographical area. The Northeast District Office is in St. Louis, MO, the Southeast District Office is in Nashville, TN, the Continental District Office is in Denver, CO, and the Pacific District Office is in Phoenix, AZ.

Functions and Activities

- Monitors, tracks, and evaluates operations/workload indicators of the ROs within the area of jurisdiction.

- Provides direction, guidance, and oversight to ROs on implementation of new or revised programs, policies, initiatives, and applications.

- Regularly visits ROs and meets with RO Leadership to ensure RO operations conform to all applicable laws, regulations, and established policies and procedures.

- Monitors and evaluates the performance of Regional Office Directors.

Office of Client Relations

Overview

The Office of Client Relations, within the Office of Field Operations, has overall responsibility for all activities related to resolving and responding to inquiries from Veterans and their beneficiaries that have reached the level of the Secretary, Under Secretaries, Deputy Secretaries, and White House VA Hotline.

Functions and Activities

- Reviews, analyzes, and resolves inquiries.

- Provides expert knowledge on special issues and problems that require in-depth technical analysis.

- Develops pertinent facts and communicates with Veterans, their beneficiaries, and Senior Officials to resolve issues.

Benefits Assistance Service

Overview

The Benefits Assistance Service (BAS) serves as an advocate for Servicemembers, Veterans, eligible beneficiaries and other stakeholders, to ensure they are knowledgeable and informed about accessing and receiving VA benefits and services. BAS creates a consistent VBA message and provides oversight through all customer communication points for those who visit, call, or write to VBA. The essential mission of BAS is to educate and create awareness among potentially eligible Veterans about the special programs created for their benefit.

Functions and Activities

BAS is the outreach office within the Office of Field Operations - charged with ensuring a strong VBA presence with a unified message across the nation. BAS is also responsible for collaborating with internal and external stakeholders to advocate for Veterans, Servicemembers and eligible beneficiaries to ensure they are knowledgeable and informed about accessing and receiving VA benefits and services. Moreover, BAS proactively researches and coordinates VBA outreach activities where they will provide the greatest return on investment, most closely align with emerging outreach demographics and most importantly increase access in support of VA goals.

- Serves as the lead outreach office for VBA with staff dedicated to synchronizing and integrating outreach activities throughout VBA and VA across the nation.

- Conducts outreach to educate individuals, train employees, and train internal and external stakeholders.

- Represents VBA at national events and perform outreach activities to increase visibility and awareness of benefits available to Servicemembers, Veterans and family members.

- Facilitates targeted outreach campaigns to disseminate information about VA benefit programs.

- Coordinates with external governmental and nongovernmental agencies to produce better outcomes in the delivery of benefit services to Veterans.

- Conducts workshops and presentations at various outreach events to disseminate information and build relationships with stakeholders.

- Conducts outreach to Native American tribes and their members to increase awareness of VA programs.

- Recommends objectives and operations for new and existing outreach and direct services programs.

- Conducts site visits to evaluate outreach program management and operational processes for accuracy, consistency in service delivery and program integrity; develops and provides training based on site visit findings.

- Manages sustainment and enhancement of VBA IT outreach data tracking applications of the Federal Case Management Tool and the Outreach Submission Tool, which includes developing business requirements and conducting user-acceptance testing and associated processes to ensure acceptable system performance before deployment.

- Prepares policy and procedures in VBA Manual M27 to administer special emphasis outreach programs, direct services, and web communications.

- Develops and maintains VBA outreach publications to include fact sheets, pamphlets, and brochures.

- Directs the activities of the regional offices in actively engaging Servicemembers, Veterans, and their families to inform them about VA benefits and services.

- Assists local, state, and national partners with outreach activities targeted at specific Veteran demographics such as: minority, women, elderly, homeless, former prisoners of war, incarcerated, rural, faith-based, and Native American tribes.

- Coordinates with other Federal agencies to provide benefits assistance and casualty assistance to survivors and dependents.

- Manages the Overseas Military Service Coordinator Program and serves as the lead office for the Former Prisoner of War Advisory Committee.

BAS ensures quality by overseeing and training the seven National Call Centers (NCC) for the VBA toll-free number, the National Pension Call Center (NPCC), the National Inquiry Routing and Information System Response Center (NIRC), and the Regional Office Public Contact Teams (PCT).

- Develops and updates the National Training Curriculum, as well as refresher training materials for public contact representatives (PCR).

- Manages the administration of the Inquiry Routing and Information System (IRIS). Delivers training using various modalities, such as instructor-led and web-based.

- Develops and facilitates training for new, intermediate-level, and journey-level employees.

- Develops procedures, scripts, and job aids to provide employees with the information and guidance to appropriately respond to inquiries with accuracy and consistency at all access and touch points; to include telephone inquiries, inquires through IRIS, chat inquiries, face-to-face interactions, and correspondence inquiries.

- Maintains the Knowledge Management System, which houses all source documents for the call centers/PCTs, to provide easy access to procedures and benefits services information.

- Oversees and manages customer satisfaction surveys to identify and develop process improvements.

- Monitors telephone calls and conducts quality reviews for telephone interactions, and IRIS to ensure PCRs disseminate accurate information to VBA customers and their dependents and comply with policies and procedures interactions.

- Facilitates call center and public contact team site visits to ensure that PCRs follow VBA policies and procedures.

- Provides training to call center managers, coaches, training coordinators, quality review specialists, and lead legal administrative specialists in the NCCs, NPCC, and NIRC to ensure they are knowledgeable of operations, benefits, services, policies, and procedures, and can effectively manage, coach, train, and mentor PCRs.

- Facilitates continuous improvement training sessions with members of the NCC management teams and the Office of Field Operations to identify best practices and areas for improvement, and drive NCC performance improvements.

Authorities

38 U.S.C. 306, 320 Chapters 20, 63, 77.
38 C.F.R. 2.6(b). Secretary's Delegations of Authority to Certain Officials (38 U.S.C. 512).

Office of the Chief of Staff

Overview

The VBA Office of the Chief of Staff (COS) works closely with the USB and PDUSB to manage VBA's day-to-day operations. The Office of the COS serves as VBA's central coordination point for all high-level negotiations involving the establishment or implementation of policies, procedures, management, and operational activities of the Department and VBA. The Office of the COS manages VBA's executive correspondence, corporate communications, and program integrity and internal controls staff. The COS also provides executive leadership to the following offices: Office of Financial Management, Office of Performance Analysis and Integrity, Office of Business Process Integration, Office of Administration and Facilities, and Office of Human Capital Management.

Functions and Activities

The Office of the COS works closely with the USB to manage the day-to-day operations of the VBA.

- Coordinates the policies, plans, and operational approaches designed to most effectively carry out the mission of VBA.

- Coordinates, disseminates, and responds to all requests for information from VBA by the Department and the White House.

- Coordinates, disseminates, and responds to all requests for information from external stakeholders, such as Members of Congress, VSOs, other Governmental agencies, and the public.

- Ensures that VBA's communications are clear, concise, accurate, and aligned with VA's position and strategic direction.

- Manages VBA's Executive Correspondence Program to provide timely and accurate responses to inquiries by Congress and affiliated offices (Congressional Budget Office, Congressional Research Office, etc.), as well as, Veterans, Veterans' families, and the public.

- Provides written testimony, prepares briefings, and prepares effective support to witnesses preparing for hearings and briefings that have an impact on VBA and VA.

- Ensures that VBA works closely and effectively with our partners throughout the Department, including but not limited to the OSVA, Office of Management (fiscal and budget issues), OCLA, OPIA, OGC, and OAWP.

- Oversees VBA's corporate communications processes and efforts to strengthen VBA's relationship with Veterans, Servicemembers, and their families.

Office of Performance Analysis and Integrity

Overview

The Office of Performance Analysis and Integrity (PA&I) develops and maintains the Enterprise Data Warehouse to generate recurring and ad hoc reports in response to VBA decision making and business needs. PA&I promulgates and posts reports displaying operating data in the most insightful graphics possible. PA&I analyzes data and provides VBA managers with the situational awareness needed to optimize their operating and business functions.

Functions and Activities

PA&I's four business lines perform data and information services for VBA:

The **Data Warehouse (DW)** team's mission is to develop and maintain VBA's Enterprise Data Warehouse (EDW), the central repository and authoritative data source for VBA benefits reporting.

Data Warehouse Staff:

- Provides data analyses, data integration and automation, data architecture design, database administration, ETL development and monitoring and quality assurance and control

- Delivers data for ad-hoc analyses, OBIEE, Tableau and SAS dashboards, and reports for recurring requests.

- Supports internal and external government entities and feeds a wide-array of purposes such as the Annual Benefits Report (ABR), oversight reports, VA Inspector General audits, VBA business intelligence needs, and ad-hoc inquiries to name a few.

- Manages the configuration of the EDW to simplify and optimize data access and reporting.

- Develops and maintains 5-year EDW planning for developing VBA data requirements and incorporation of new technology and processes to meet future stakeholder data needs.

The **Data Request** team's mission is to provide timely data-based information to managers, business line leaders and other internal and external stakeholders in response to specific requests. DR's team of technical analysts and subject matter experts collaborate with business users to clarify data requirements and provide solution-based data responses.

Data Requests fosters an environment where:

- Users get the information they need when they need it to answer critical, real-time questions.
- Flexibility is maintained for changing environments.
- User access to critical information is streamlined.
- Collaboration and information are shared, organized, and published to a wide variety of users.

The **Advanced Analytics** team's mission is to identify the behaviors that drive VBA program utilization and operations. Through mathematical modeling and creative thinking, the Advanced Analytics team (AA) delivers analytic solutions that drive business insight and value.

Advance Analytics supports PA&I's mission through:

- Claim Forecasting: Develops statistical models to accurately forecast receipts, inventory, and production for C&P.
- Statistical Sampling: Collaborates with VBA business lines to facilitate robust statistical sampling practices for audit and quality reporting.
- Individual Probability Modeling: Based on veteran and claim characteristics, predicts the likelihood that a veteran will file a supplemental claim or appeal.
- Tracked Item Recommendation Engine: Leverages machine learning to generate a recommendation engine for claims processors that analyzes claim attributes and predicts the tracked items that will be required to complete the claim.
- Pension Receipts Exploration: Forecasts expected time to file Pension benefits based on Department of Defense separation data.
- Private DBQ Analysis: Assesses trends in Private DBQ filing across ZIP codes and POA agents.
- NWQ Quality: Analyzes the change in STAR Quality after the launch of NWQ.

The **Business Intelligence team (BI)** studies and evaluates VBA workload, performance and process data and information to identify key issues. BI pinpoints out-of-line situations and potential best practices. Reviews are conducted in cooperation with the VBA Services, Office of Field Operations, and VA Regional Offices. Additionally, BI compiles and publishes a variety of recurring reports on VBA workload and performance.

The Business Intelligence team trains Management & Program Analysts on a variety of analytic tools and concepts to encourage individual professional development and understanding of VBA data to better serve Veterans and their families.

Authorities

38 U.S.C. Chapter 77. Veterans Benefits Administration.
38 C.F.R. 2.6. Secretary's Delegations of Authority to Certain Officials (38 U.S.C. 512).

Office of Business Process Integration

Overview

Office of Business Process Integration (OBPI) designs, develops, implements, and improves the business systems and information technology (IT) infrastructure to enhance the delivery of benefits to Veterans and their beneficiaries. The office ensures VBA's strategic needs and requirements for business and data systems are properly documented, integrated, and communicated.

Functions

- Serves as VBA's Executive Advocate with VA Office of Information and Technology (OI&T).
- Identifies strategic business needs in IT systems and via other solutions.
- Facilitates the design, development, and implementation of claims processing solutions.
- Manages VBA business and data systems to maximize return on investment (ROI).
- Facilitates the development of data requirements and integrates them across key business systems.
- Facilitates the development of business reports and integrates them across key VBA IT systems.
- Oversees benefits modernization services such as centralized intake.

Authorities

38 U.S.C. Chapter 77. Veterans Benefits Administration.
38 C.F.R. 2.6. Secretary's Delegations of Authority to Certain Officials (38 U.S.C. 512).

Office of Financial Management

Overview

The Office of Financial Management (OFM) helps VBA serve Veterans, employees, and taxpayers by effectively obtaining and accounting for financial and other resources, and by effectively planning and measuring results.

Functions and Activities

OFM provides cost estimates, monitors transactions, and ensures accurate obligations and execution of funds for VBA:

- Formulates VBA's general operating expense budget for all business lines, Staff Offices, and field operations.
- Oversees obligations, providing detailed information about the VBA spending and ensuring proper management of funds.

OFM develops, prepares, and justifies all mandatory budget estimates necessary to support Veteran's benefits requirements.

- Submits estimates and justifications to the appropriate parties (VBA, VA, OMB, and Congress) over the course of the budget cycle.
- Provides cost estimates for new and amendatory legislation, and briefs senior officials in VBA, OMB, and Congress about matters concerning the mandatory benefits budget.
- Plays a distinct role in the distribution of funds pertaining to benefit payment activities.

OFM provides support to VBA Headquarters staff and VBA regional offices for all manpower activities.

- Develops and issues formal manpower policies and procedures.
- Collaborates with all business activities to develop manpower and staffing requirements to enable VBA to effectively and efficiently provide benefits to Veterans.
- Determines financial impacts and costs of proposed and actual changes in manpower and staffing requirements.
- OFM manages and directs all budgetary activities involving the VBA housing, insurance, and vocational rehabilitation programs.

OFM provides support to VBA Headquarters staff and VBA regional offices for all finance activities, including payroll, travel, Government purchase card and benefits questions.

- Develops and issues formal policies and procedures.
- Implements business process improvements, including Treasury initiatives.
- Develops, implements, and supports fiscal systems (VETSNET, CWINRS, etc.) that support programs that deliver benefits.
- Prepares and submits new system business requirements, including the review and approval of functional specifications documents leading to user acceptance testing and the associated coordinating of implementation with other VBA and VA organizations.

OFM manages and directs activities involved with ensuring the integrity of VA's financial accounting, reporting, and systems for VBA activities.

- Prepares and submits VBA financial statements and other reports, including the Improper Payment Report.

- Researches and corrects accounting errors.
- Ensures that current policies and procedures for programs are implemented.
- Provides detailed accounting business requirements and system testing support to the Finance Services Fiscal System staff.
- Serves as the primary liaison with financial statement auditors and ensures internal control reviews are accomplished.
- Serves as the VBA point of contact for all audit remediation efforts as well as the primary liaison for financial system inspector general activities.
- Prepares actuarial estimates for VBA Other Post Employment Benefit programs.

OFM manages and directs activities ensuring protection of Veterans benefits delivery from Fraud Waste and Abuse (FWA).

- Makes VBA a hostile space for criminals to operate within.
- Protects Veterans, taxpayers' interests, and the integrity of Veterans benefits delivery.
- Increases awareness of potential FWA, VBA-wide and ensure employees have the tools needed to combat FWA.
- Designs and execute benefits data analytics and proactive fraud algorithms.
- Provides FWA investigation assistance to VA OIG and external Federal and state investigatory agencies.
- Integrates the prevention of FWA with VBA's overall Enterprise Risk Management program.

Authorities

38 U.S.C. Chapter 77. Veterans Benefits Administration.
38 C.F.R. 2.6. Secretary's Delegations of Authority to Certain Officials (38 U.S.C. 512).

Administrative and Loan Accounting Center (241A)

Overview

The Administrative and Loan Accounting Center (ALAC), located in Austin, Texas, provides financial management support and oversight to VBA's administrative (GOE) accounting operations and housing programs by performing the following: accounting, financial reporting, voucher examining, limited GOE payments, budget support, verification, recertification, reclamation, centralized agent cashier duties, and financial advisory services. ALAC also oversees and administers a robust training program supporting VBA/CFO's National Finance Training Strategy.

Functions and Activities

ALAC performs Loan Guaranty Accounting for VBA.

- Oversees payment and collection processing, including payments for acquisitions, claims, property sales, and management expenses.

- Reviews LGY financing accounts general ledgers and performs general ledger and subsidiary records reconciliations as well as system reconciliations to include the SF-224 Statement of Transactions reconciliation.

- Manages vendor receivables and processes all deposits for noncash collections, Lender Appraisal Processing Program (LAPP) fees, and Servicer Appraisal Processing Program (SAPP) fees.

- Processes and reports portfolio loans, transitional housing, loan sales, and Native American Direct Loans (NADL).

- Provides audit support to VBA's Office of Financial Management for internal control audits and financial statement audits.

- Collaborates with VBA's Loan Guaranty Service and VA's Office of Information Technology in the development of automation processes for the loan guaranty and payment systems.

- Provides Loan Guaranty support to the U.S. Department of Agriculture (USDA) Property Management Program.

- Monitors VA's Native American Direct Loan (NADL) program, providing eligible Native American veterans and their spouses the opportunity to use their VA home loan guaranty benefit on Federal trust land.

ALAC performs administrative accounting for VBA.

- Processes financial transactions for VBA regional offices nationwide. The transactions include budget, obligations, payments, receivables, deposits, accruals, advances, and cost adjustments.

- Reviews VBA financial transaction processing and management system reports for regional offices, VBA management, VACO, and oversight agencies.

- Reviews VBA regional office general ledger accounts and performs general ledger and subsidiary ledger reconciliations.

- Provides oversight and tracking of VBA regional offices aged accounts, including undelivered orders, Federal advances, suspense, and accounts receivable.

ALAC oversees and administers VBA's National Finance Training Strategy (NFTS) on behalf of the VBA/CFO. NFTS provides technical finance training and development for all VBA employees who perform finance functions at the Regional Office and the Central Office level.

- Collaborates with VBA Employee Development and Training (EDT) to design, develop, and implement finance-specific, technical training for VBA's support services and financial management community.

ALAC collaborates with OFM and VA OM to implement Financial Management Business Transformation (FMBT) Program. The FMBT initiative will implement an enterprise-wide Integrated Financial and Acquisition Management System (i-FAMS) in cooperation with our Federal Shared Services Provider (FSSP).

ALAC provides audit support to VBA's OFM for internal control audits and financial statement audits.

- Advises and makes recommendations to program officials concerning all aspects of financial management including reporting and analysis; conducts special, routine, and periodic reviews and audits of the general ledger processing systems.

- Assists VBA regional office management in confirming corrective action to address audit findings and assists VBA regional office staff with VA guidance and instruction on management control over finance areas.

ALAC oversees VBA's Centralized Administrative Accounting Transaction System (CAATS). CAATS serves as the central interface to the Financial Management System (FMS) for VBA and NCA. This system has been identified as a legacy system and will be retired once i-VFAMS is operational for VBA.

Authorities

38 U.S.C. Chapter 77. Veterans Benefits Administration.
38 C.F.R. 2.6. Secretary's Delegations of Authority to Certain Officials (38 U.S.C. 512).

VBA Finance Center (241e)

Overview

The VBA Finance Center (VBAFC) in Hines, IL provides accounting, financial reporting, and fiscal services related to the payment of benefits to Veterans and beneficiaries.

Functions and Activities

The VBA FC provides direction and oversight for VBA:

- Manages all financial and accounting operations for VBA benefit program payments and any related returned funds. These programs include compensation, pension, and education. Assists and/or establishes regional office policies and procedures related to benefit payments and returned funds.

- Manages all Equal Access to Justice Act (EAJA) payments and coordinates such payments with the Office of General Counsel (OGC).

- Manages various accounting and fiscal transactions and coordinates the utility of financial programs and systems with Hines Information Technology Center (ITC).

- Ensures that officials at the Treasury Regional Financial Centers are informed of scheduling requirements relative to VA benefit payments.

- Manages the maintenance of an internal control network for all benefit payment systems ensuring the reliability and accuracy of the accounting and fiscal data that process through the systems.

- Facilitates Office of Inspector General, Independent Audit and Government Accountability Office personnel in their performance of financial and system audits.

- Serves as liaison for all benefit payment audit documentation requirements.

The VBA FC manages benefit accounting and payment certification for VBA:

- Ensures that all control and subsidiary accounts are reconciled and in balance allowing for the timely certification of all Veterans benefits program payments worldwide.

- Monitors and coordinates the processing of various accounting/fiscal transactions with various internal VA and external Federal agencies, including the Hines ITC, VA Central Office, VBA Office of Financial Management, the Department of Treasury, and the Department of Defense.

- Provides technical advice and assistance in establishing and interpreting procedures and improvements to the benefit accounting data processing runs.

- Prepares end-of-month/end-of-fiscal-year trial balance reports for each benefit payment program. Prepares monthly statements of transaction reports for all systems.

- Ensures funding availability in all benefit programs and manages the execution of benefit payment funding.

- Prepares and reports the Fund Balance with Treasury (FBWT) for Agency Location Code (ALC) 3600201 to Department of Treasury.

The VBA FC processes and controls recertification/limited payability transactions and entitlement/non-entitlement claims, and the interfacing of same within the benefit payment systems:

- Apprises VACO and Treasury Department personnel of issues, problems, and the status of initiatives in progress, and provides technical advice to VBA regional office personnel concerning all phases of the recertification process, including the establishment of credits/debits into the payee benefit master records.

- Establishes and implements procedures for processing check cancellations, payment over cancellations, reclamations, reclamation collections, limited payability, and annual reporting fees.

- Prepares correspondence to payees and VBA regional offices regarding chargeback items, and responds to payee inquiries, VBA regional office personnel, and Treasury Department employees regarding status of claims.

- Operates and maintains the Recertification Accounting and Tracking System application. VBA-FC also processes and reviews accounts regarding expenditure transfer items from the Treasury Department.

Authorities
38 U.S.C. Chapter 77. Veterans Benefits Administration.
38 C.F.R. 2.6. Secretary's Delegations of Authority to Certain Officials (38 U.S.C. 512).

Office of Human Capital Management

Overview
The Office of Human Capital Management oversees policy development, workforce staffing operations, delivery of human capital programs and services as well as provides learning and training program development services.

Functions and Activities

- Provides effective, efficient, direction, control, and operation of VBA nationwide programs and services through coordination with the Human Resource Centers.
- Ensures appropriate policies and plans exist to recruit, retain, and advance VBA employees.
- Ensures the successful execution and maximum use of human capital management principles and resources at all organizational levels.
- Leads VBA national labor negotiations with the Mid-Term Bargaining Committee.
- Manages the area of telework, suitability pre-screening, reasonable accommodation programs, drug-free workforce programs, and succession planning.
- Develops and provides HR training in all areas to employees and management.
- Ensures proper pay administration to promote fiscal responsibility and mitigate resource fraud/abuse.

Employee Development and Training

Overview
The Employee Development and Training staff ensures that VBA develops, implements, and evaluates innovative learning programs and practices that promote a systematic and comprehensive approach to training, and develops VBA employees to provide quality, seamless service to Veterans.

Functions and Activities

- Provides learning and training program development services to VBA employees.
- Provides technical training development and support and evaluation services to VBA employees. Integrates training requirements from VBA field offices and business lines.
- Provides VBA employees with leadership and professional development programs and opportunities and manages the VBA Professional Development Academy in Baltimore, MD.

- Manages VBA's portion of the Talent Management System (TMS) to analyze and prioritize VBA's requirements for training for each fiscal year.

- Manages recurring training reports and develops appropriate ad hoc reports to meet emergent needs as identified by leadership.

- Creates and distributes standardized templates and job aids to promote the application of training best practices throughout VBA.

- Provides tailored leadership development services and programs to VBA field and HQ offices and lines of business.

Authorities

P.L. 88-38. The Equal Pay Act of 1963.
P.L. 88-352. The Civil Rights Act of 1964, Title VI and Title VII as amended.
P.L. 90-202. Age Discrimination in Employment Act (ADEA) of 1967.
P.L. 93-112. The Rehabilitation Act of 1973, as amended by the American Disability Act Amendments Act of 2008.
P.L. 107-174. Notification and Federal Employee Antidiscrimination and Retaliation (No FEAR) Act of 2002, as amended in 2009.
P.L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006.
42 U.S.C. 12101. The Americans with Disabilities Act of 1990.
38 U.S.C. Chapter 77. Veterans Benefits Administration.
5 U.S.C. Government Organization and Employees.
48 C.F.R. 1. Federal Acquisition Regulations (FAR).
38 C.F.R. 2.6. Secretary's Delegations of Authority to Certain Officials (38 U.S.C. 512).

Office of Administration and Facilities

Overview

The Office of Administration and Facilities oversees acquisition functions, policy development, and procedures for VBA's activities in the areas of emergency preparedness, facilities and space management, environmental and materiel management, Privacy Act, Freedom of Information Act (FOIA), fleet management, mail management, forms management, publications, printing, directives, WARMS, web management, Equipment Inventory Listing (EIL), custody and movement of Veterans' records and acquisition of service Department records needed to process Veterans' claims.

Functions and Activities

- Provides effective, efficient, economical direction, control, and operation of VBA nationwide programs and services.

- Manages the areas of capital investment planning, privacy and security, and equipment inventory listing.

- Oversees VBA occupational safety and health program, forms, and records management, directives and publications, FOIA, privacy and VA Web management.

- Administers VBA's space management program for nationwide procurement and utilization of space and the design of modern office systems and environments.

- Leads the VBA emergency management and physical security programs in response to emergencies and disasters to reduce property loss, maintain public safety, and preserve continuity of benefits and services to Veterans and their families.

- Administers VBA's Freedom of Information Act and the Privacy Act to ensure the right of access to Federal Department records as required by law.

- As specifically delegated by VA's Senior Procurement Executive, serves as the Head of Contracting Activity with authority and responsibility for managing the procurement program on behalf of VBA.

- Ensures program customers are served through timely, cost effective and compliant acquisitions to enable VBA's mission.

Office of Executive Review

Overview

The Office of Executive Review has overall responsibility for VBA legislative activities, as well as responsibility for the management and processing of controlled correspondence from Congress and affiliated offices (Congressional Budget Office, Congressional Research Office, etc.), Veterans Service Organizations, other public and private sector individuals and groups, as well as Veterans, Veterans' families, and the public.

Functions and Activities

- Ensures program and staff office adherence to controls for assigned communications and monitors for compliance.

- Reviews all correspondence to maintain uniformity and consistency with Administration and Departmental policy, plans, and objectives.

- Serves as the liaison for congressional oversight requests, including coordinating hearing preparation, briefing requests, site visits, and responding to email inquiries.

- Analyzes new or amended legislation that would impact Veterans benefits programs.

- Coordinates VBA's legislative proposals in OMB's A-19 process. Collaborates with program offices to develop proposals and obtain concurrence.

- Coordinates congressionally mandated reports to authorizing committees and congressional tracking reports to appropriating committees.

Office of Program Integrity and Internal Controls

Overview

The Office of Program Integrity and Internal Controls (PI&ICS) serves as VBA's oversight liaison with the Office of Inspector General (OIG) and the Government Accountability Office (GAO); coordinating and facilitating oversight activities with VBA business lines and staff offices.

Functions and Activities

- Coordinates and monitors all activities associated with VBA-related OIG and GAO audits and reviews and ensures VBA leadership is aware of the status and likely outcome of activities associated with external oversight reviews and audits.
- Coordinates the preparation and delivery of VBA responses to OIG and GAO draft and final reports, and status updates on the implementation of report recommendations, ensuring accurate responses are provided in a timely manner.
- Facilitates VBA responses and updates to OIG's Major Management Challenges; GAO's bi-annual High-Risk Area report; OIG's Semi-Annual Report to Congress; and GAO's annual Duplication Mandate report.

Office of Corporate Communications

Overview

The Office of Corporate Communications has overall responsibility for internal and external communications and public affairs activities.

Functions and Activities

Collaborates with VBA service, staff, and regional offices to define, plan, and execute VBA's internal and external communications objectives.

- Creates a communications framework for the distribution of information and provides communications support to all VBA programs.
- Prepares communications plans, public affairs guidance, news releases, formal speeches, key messages, infographics, videos, HeyVBA articles, and other information material as needed for release both within and outside VA.
- Leads VBA's media relations effort and assists the department and the field with media queries and public affairs training to VBA senior leaders and regional office public affairs officers.
- Provides full communications support for VBA senior executive speaking engagements, including the creation of formal speeches, official briefings and informal presentations.

Veterans Health Administration

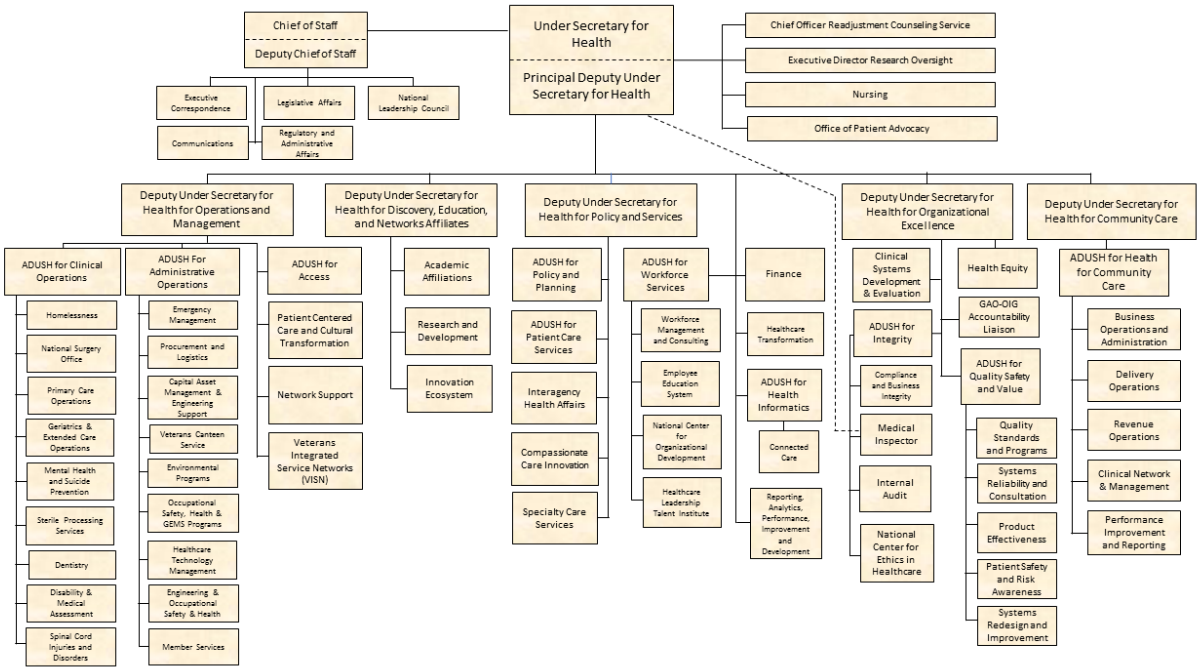

Figure 5 - Veterans Health Administration

Alternate representation of the Veterans Health Administration organization chart

Office of the Under Secretary for Health

Mission

To honor America's Veterans by providing exceptional health care that improves their health and well-being.

Overview

The Office of the Under Secretary for Health (USH/10) is responsible for the leadership and direction of the Veterans Health Administration (VHA), the Nation's largest integrated health care system. The four statutory missions of VHA are: 1) to develop, maintain, and operate a national health care delivery system for eligible Veterans; 2) to administer a program of education and training for health care personnel; 3) to conduct health care research; and 4) to provide contingency support for Department of Defense (DoD) and Department of Health and Human Services (HHS) during times of war or national emergency.

Functions and Activities

- Leads VHA in defining corporate code of ethics, vision, principles, policies, goals, expectations, and the lines of authority through which these will be actualized.

- Communicates VHA's vision, principles, policies, goals, expectations, and outcomes to the Office of the Secretary, other VA departmental officials, Members of Congress, Veterans, Veterans Service Organizations (VSOs), other Federal agencies, and external stakeholders.

- Establishes committees, advisory groups, and review bodies as necessary to provide information and advice to the USH.
- Oversees formulation and execution strategies of VHA policies and budgets, and serves as chair of various boards, committees, and working groups.
- Establishes standards, policies, and positions regarding national workforce issues.
- Develops VHA policies that provide equal treatment of Veterans through the most cost-effective means. Fosters innovation, creativity, and informed risk-taking.
- Establishes policies that monitor the quality of health care with a goal of being a leader in the field of health care delivery.
- Promulgates and communicates policies that articulate VHA's role in national health care reform initiatives.
- Establishes and/or approves standards for VHA research programs, capital asset planning and management, and information management.
- Recruits, trains, and employs personnel for occupations that are specific to the needs of the Veteran population.
- Establishes affiliation agreements with academic institutions across the country to support the educational needs of health care professionals.
- Establishes and/or approves standards for VHA's research program in biomedical research, mental health research, prosthetics, and other rehabilitative research and health care services research.
- Establishes research oversight policies to monitor, review, and investigate matters of medical research compliance and assurance of safety.
- Provides contingency support for DoD and HHS during times of war or national emergency.
- Establishes policies and designates resources related to medical services, crisis intervention, and emergency preparedness.
- Establishes policies that support the National Disaster Medical System and promotes sharing resources with other Federal agencies and community partners.

Authorities

P.L. 97-174. Veterans Administration and DoD Health Resources Sharing and Emergency Operations Act, 1982.

P.L. 113-146. Veterans Access, Choice, and Accountability Act of 2014 (VACAA).

P.L. 115-182. VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018.

38 U.S.C. Chapter 73. Veterans Health Administration—Organization and Functions.

38 U.S.C. Chapter 74. Veterans Health Administration—Personnel.

38 U.S.C. Chapter 76. Health Professionals Educational Assistance Program.
38 U.S.C. 78. Veterans Canteen Service.
VA Directive 4020. Personal Funds of Patients Policy.
VA Handbook 4020. Personal Funds of Patients Procedures.
VA Directive 6550. Pre-Procurement Assessment for Medical Device/Systems.
VA Directive 0007. Interagency Coordination of Complex Care, Benefits and Services.
VA Directive 0022. Religious Symbols in Holiday Displays in VA Facilities.
VA Directive 0802. Federal Recovery Coordination Program.

Office of the Chief of Staff

Overview

VHA Office of the Chief of Staff (COS/10B) works closely with the Under Secretary for Health and the Principal and Deputy Under Secretaries for Health in managing the day-to-day operations of VHA, the largest integrated health care system in the country. The COS serves as VHA's central coordination point for all high-level negotiations involving establishment or implementation of policies, practices, management, and operational activities to carry out the mission of VHA. The COS manages VHA's executive correspondence, communications, legislative affairs, regulations, client service relations and the National Leadership Council (NLC), which is VHA's governing body.

Functions and Activities

- Coordinates and responds to all requests for information from the Department and the White House.
- Coordinates and responds to all requests for information from external stakeholders, such as Congress, Veterans Service Organizations (VSOs), other Governmental agencies, and the public.
- Ensures VHA's message is clear, concise, and consistent with VA's current position and strategic direction.
- Works closely and effectively with partners throughout the Department including but not limited to the Office of the Secretary of Veterans Affairs (OSVA), Office of Management (OM), Office of Public Affairs and Intergovernmental Affairs (OPIA), Office of General Counsel (OGC), and Office of the Inspector General (OIG).

Authorities

P.L. 97-174. Veterans Administration and DoD Health Resources Sharing and Emergency Operations Act, 1982.
P.L. 113-146. Veterans Access, Choice, and Accountability Act of 2014 (VACAA).
P.L. 115-182. VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018.
38 U.S.C. 73. Veterans Health Administration: Organization and Functions.

Office of Executive Correspondence

Overview

Under the leadership of the Director, the Office of Executive Correspondence (10B1) administers the correspondence management program for the VHA. 10B1 houses the Under Secretary's official files, establishes VHA correspondence policy, and provides writing, research, and other administrative support on correspondence matters, including conducting and arranging a variety of training sessions.

10B1 staff reviews all correspondence for the signature of the Secretary and Deputy Secretary of Veterans Affairs, Under Secretary and Principal Deputy Under Secretary for Health, and conducts a daily mail review to present those items that are ready for signature or for forwarding for higher level VA signature.

Functions and Activities

- Provides timely and accurate responses to inquiries from Congress and affiliated offices (e.g., Congressional Budget Office, Congressional Research Office, etc.), as well as Veterans, Veterans' family members, and the public.

- Provides accurate responses to Congress, the White House, Veteran Service Organizations (VSO), other Federal agencies, the media, and the public on a wide variety of system issues, both proactively and in response to inquiries.

Office of Communications

Overview

The Office of Communications (10B2) provides communications counsel and expert advice to the Office of the Under Secretary for Health. OC determines strategies and methods to be used in informing Veterans, stakeholders, and employees about the policies, programs, actions and initiatives at the Veterans Health Administration (VHA).

OC provides internal and external communication capabilities enabling VHA leadership to communicate messaging supportive of the patient-centered VHA mission of delivering superior health care to America's Veterans. Key components of the OC program include voluntary service, national concert series, communication product development, media prep and interviews, advertising, VHA history, web management, social media, graphic design and speechwriting. OC leverages these skills to deliver messaging that enables VHA's top leaders to communicate their vision and ideas in a clear and accurate manner to inspire confidence and drive results.

Functions and Activities

- Creates and maintains a consistent VHA communications strategy and message throughout all 10B2 products.

- Regularly assesses the communications structure/process to determine which methods work best, how employees and stakeholders perceive important messages, and reliability of communications systems.

- Ensures development and promulgation of policies, standards, guidelines and procedures to facilitate coordination of VHA Communications and public affairs.

Office of Voluntary Service

Overview

Office of Voluntary Services (10B2A) facilitates the strategic integration of volunteers, donations, and community partners to enhance care and benefits for America's Veterans.

Functions and Activities

- Manages the largest volunteer program in the Federal government, providing professional volunteer administration practices for the utilization of healthcare volunteers.
- Builds and leverages collaborative relationships with volunteers and community resources to enhance care and services for VA's Veterans patients.
- Identifies critical needs and develops strategic programs with measurable impact in support of VA and VHA goals and objectives.

Office of Media Relations

Overview

Office of Media Relations (10B2B) provides proactive media relations and communication planning and provides external communication capabilities that enable VHA leadership to strategically communicate messages that support the patient-centered VHA mission of delivering superior health care to America's Veterans.

Functions and Activities

- Provides communication counsel and advice to senior VHA leaders.
- Communicates policies, programs, actions and initiatives across VHA via traditional and non-traditional media outlets.
- Regularly assesses the VHA communications structure/process to determine which tools work best, reliability of communications systems, whether messages are received as intended, and how Veterans, employees and other key stakeholders perceive important messages.

Office of Digital Media

Overview

Office of Digital Media (10B2C) oversees VHA's online presence, web content, social media, graphic design and limited video capability.

Functions and Activities

- Oversees Internet, Intranet, and social media content development and management for VHA Central Office program offices and field Veteran Integrated Service Networks and VA Medical Centers.
- Develops and implements strategies that maximize the effectiveness of web and social media communication across VHA to connect with key stakeholders.
- Coordinates and leads senior leader digital engagement events.

Office of Internal Communications

Overview

Office of Internal Communications (10B2D) promotes VA health care programs, history, and accomplishments to internal audiences through executive communications and strategic communications-based initiatives.

Functions and Activities

- Executive Communications (speeches, presentations, cabinet report, USH/CoS Notifications)
- Strategic Communications (campaigns, communication resources, VHA Overview)
- VHA History (research articles, archives)

Authorities

38 U.S.C. 301. Department of Veteran Affairs General Provisions.

Office of Legislative Affairs

Overview

The VHA Office of Legislative Affairs (10B3) serves as the principal advisor to the Under Secretary for Health on legislative matters affecting VHA. VHA Office of Legislative Affairs is responsible for preparing VHA leadership and subject matter experts for congressional hearings in collaboration with the VA Office of Congressional and Legislative Affairs (OCLA), develops Congressional testimony, responds to congressional inquiries, tracks legislation, reviews congressional correspondence, monitors and clears congressional report submissions, provides oversight of implementation of public laws and guides the development of VHA's legislative proposals.

Functions and Activities

- Develops an effective legislative program for VHA initiatives and provides advice and assistance to VHA program offices regarding legislative programs and certain congressional liaison activities. VHA Legislative staff prepares the largest internal legislative proposal package in VA's portfolio each year.
- Manages VHA’s involvement in congressional hearings. Develops, reviews, and edits written testimony; analyzes issues related to the hearing; assists in the development of briefing materials and helps witness prepare for pre-hearing briefings to prepare VHA witnesses; and reviews testimony from other Departments or agencies to ensure VHA compliance with all edits.
- Responds to Congressional inquiries. Routinely monitors congressional and legislative activities that might impact VHA operations and advises VHA leadership on viable courses of action.
- Tasks, monitors, and provides concurrence on all VHA reports that arise from the annual Congressional appropriations legislation as well as other Congressionally-mandated and Congressionally-tracked reports.

- Develops VHA's position on documents prepared by other government departments and agencies, e.g., draft bills, enrolled enactments and other referrals of a legislative nature forwarded through the VA Office of General Counsel or OCLA.

- Collaborates with VHA subject matter experts to develop responses to questions from Members of Congress or Committees; monitors congressional liaison activities by reviewing and clearing documents leaving VHA, assisting with congressional meeting preparation, and performing other support functions.

- Reviews proposed Executive Orders, regulations, and directives for consistency with current law and VHA policy.

Office of Regulatory and Administrative Affairs

Overview

The Office of Regulatory and Administrative Affairs (ORAA/10B4) ensures VHA properly implements new statutory authorities and executes and improves existing programs by ensuring that VHA regulations and national policies are clear, comply with legal and technical requirements, and are published in a timely manner. In turn, this helps the field provide timely, safe, and efficient medical and benefits delivery to our Veterans. ORAA also provides services related to collections of information from the public covered by the Paperwork Reduction Act; maintains or supports national databases of VHA policy documents and forms that are used by internal and external stakeholders; and publishes VHA official forms and informational documents (e.g., posters, brochures).

Functions and Activities

- Providing strategic advice and consultation to Under Secretary and Deputy Under Secretaries on developing regulatory and policy (administrative issuance) strategies to respond to new legislation, changing priorities, or developing challenges, including implementation of Mission Act, the new Right-to-Try legislation, and the national smoke-free initiative.

- Drafting all VHA regulations in close coordination with VHA program offices and VA Office of General Counsel (OGC).

- Providing research, writing, and technical support for VHA field and program offices, and OGC, in developing national policy documents and alternative policy vehicles to ensure that VHA achieves its goals and complies with applicable legal, procedural, and technical requirements.

- Providing oversight, management, and continuous improvement of the regulatory development process—a two-to-three-year process requiring coordination within VHA, and with VA, external stakeholders, the Office of Management and Budget (OMB), and the public.

- Providing oversight, management, and continuous improvement of the policy development process—an approximately 140-day process requiring coordination with the field, VHA, OGC, and Labor Management Relations.

- Developing and executing national strategies to support the reduction of local policies.

- Policy Outcome Executive and Policy Outcome Leader for the VA-wide GAO High Risk Working Group.
- Providing Oversight and management of VHA's Appeals Reform efforts, a multi-year project involving all VA Administrations, the Board of Veterans' Appeals, and multiple external and Congressional stakeholders.
- Assisting VHA program and field offices in securing OMB approval for collections of information covered by the Paperwork Reduction Act, which includes hundreds of regulations, official forms, customer service questionnaires, oral or written surveys or research tools, and other devices.
- Designing certain VHA publications and forms and assisting in the publication of same.
- Maintaining intra- and internet repositories, for use by the field and the public, for VHA national policies, related documents, and national forms.
- Providing timely responses to inquiries from Congress and the public.

Authorities

38 U.S.C. 73. Veterans Health Administration—Organization and Functions.

National Leadership Council Office

Overview

The National Leadership Council (NLC/10B5) is the Under Secretary for Health's governance structure for all policies, plans, and procedures across the entire Veteran Health Administration (VHA) system. The Office of National Leadership Council functions as a focal point for VHA's support for organizational processes central to the support of senior leadership decision-making. The Office of National Leadership Council is responsible for developing, implementing, and monitoring the support structure and procedures to facilitate VHA's primary governance council.

The NLC consists of senior VHA leaders including those within the Office of the Under Secretary for Health, each Veterans Integrated Service Network (VISN) Director, and select VHA Chief Officers. The NLC comprises eight Council Committees (Employee Engagement; Strategic Directions; Workforce; Healthcare Service; Healthcare Quality and Value; Whole Health Experience; Resources; and Information Technology) and 12 NLC subcommittees.

Functions and Activities

- Reviews and assesses all current and revised VHA policy and procedures specifically as they relate to VHA governance.
- Administers and analyzes assessments for the NLC, which are presented to the Executive Leadership Team for further action.
- Coordinates policies and procedures related to operations and management of the NLC and assists in the development of national guidance to use in implementing these policies, as well as conducting evaluations of these policies to identify needed modifications.

- Reviews, processes, and tracks all Executive Decision Memorandums (EDMs) for VHA, which receive final approval by the Under Secretary for Health and maintains an online database to record and track all EDMs for the organization.

- Provides guidance to over 30 NLC points-of contact on fulfilling their responsibilities.

- Develops strategic plans and short and long-range goals for the NLC and seven NLC committees.

Authorities

38 U.S.C. 73. Veterans Health Administration—Organization and Functions.

Office of Readjustment Counseling Services

Overview

The Office of Readjustment Counseling Services (RCS/10RCS), within the Veterans Health Administration, consists of 300 Vet Centers, 80 Mobile Vet Centers, 19 Outstations, over 960 Community Access Points (this number fluctuates dependent on demand), and the Vet Center Call Center (877-WAR-VETS).

The primary mission of RCS is to welcome home and honor those who served or are still serving in combat or areas of danger, and their families, by reaching out and engaging them within their communities, providing them with quality readjustment counseling, and referring them to resources and other benefits available to them.

Legislation (38 U.S.C. 1712A) authorizes RCS to be separate from VHA health care services, and to employ different eligibility criteria. Those eligible for Vet Center services include Veterans and Active Duty Service Members (ADSM), to include members of the National Guard and Reserve components, who have served on active military duty in any combat theater or area of hostility; experienced a military sexual trauma; provided direct emergent medical care or mortuary services, while serving on active military duty, to the casualties of war; or served as a member of an unmanned aerial vehicle crew that provided direct support to operations in a combat zone or area of hostility. Eligibility also extends to individuals who received readjustment counseling services prior to January 1, 2004.

Family members of Veterans and Service members may also receive services through RCS, when it is beneficial to the readjustment of those who have served. This includes bereavement counseling for families who experience an active duty death. Services do not require enrollment for VHA medical care and are provided regardless of character of discharge, to include service provision to individuals with problematic discharges. All services are provided at no cost to the recipient and are strictly confidential.

The RCS Chief Officer reports to the Under Secretary for Health and is responsible for Vet Center programming through five RCS District Directors. Additional information is available at http://www.va.gov/directory/guide/vetcenter_flsh.asp.

Functions and Activities

- Vet Centers provide individual and group readjustment counseling to assist combat Veterans and Service members in resolving combat- and service-related trauma and readjusting to civilian life. Vet Centers offer additional access to their services through Outstations and Community Access Points where there is enough demand.

- All Vet Centers maintain regularly scheduled non-traditional hours, to include evening and weekends, and provide professional individual and group counseling services by VHA-qualified mental health professionals, most of whom are also Veterans, as well as family counseling for problems related to the Veteran or Service member's combat experience.

- Vet Centers provide community outreach and education to help combat Veterans and Service members overcome barriers. Outreach is broad and takes many forms, including but not limited to: participation in community events; public service announcements; and presentations to local service providers and civic leaders about military-related issues, combat theaters, Veterans' service needs, and VA services and benefits available to meet those needs.

- Vet Center staff also provide direct outreach to engage Veterans and Service members in a personal way that minimizes bureaucratic formality and helps the individual overcome stigma and barriers to care. The Vet Centers' Veteran-to-Veteran peer model is critical in helping Veterans overcome stigma and combat-related avoidance tendencies.

- Vet Centers provide assessment and referral for other needed services to include substance abuse, mental health, and medical problems; employment services; explanation of and referral for VA benefits; assessment, counseling and referral for Military Sexual Trauma; and bereavement counseling for surviving family members of Service members who died on active duty.

- RCS maintains a fleet of 80 Mobile Vet Centers (MVC) that are designed to extend the reach of Vet Center services through focused outreach, direct service provision, and referral to communities that do not meet the requirements for a "brick and mortar" Vet Center, but where there are Veterans, Service members, and their families in need of services. In many instances these communities are distant from existing services and are considered rural or highly rural. The placement of these vehicles is designed to cover a national network of designated Veterans Service Areas (VSA) that collectively covers every county in the continental United States, Hawaii, and Puerto Rico.

- Each MVC includes confidential counseling space for direct service provision as well as a state-of-the-art satellite communications package that includes fully encrypted tele-conferencing equipment, access to all VA systems, and connectivity to emergency response systems. Vet Center staff regularly collaborates with VA partners to create a single VA Footprint at events to ensure access to all available VA services and benefits.

- The Vet Center Call Center (1-877-WAR-VETS) is a 24/7, confidential support line for combat-theater Veterans and ADSMs with staff available to talk with them about their military experience and/or the challenges they face in readjusting to civilian life. Their families may also call the Center, which is staffed by combat-theater Veterans from many eras and by family members of combat theater Veterans.

Authorities

P.L. 96-22 § 103. Veterans' Health Care Amendments of 1979.
P.L. 111-163 § 401-402. Caregivers and Veterans Omnibus Health Services Act of 2010.
P.L. 112-239 § 727-728. National Defense Authorization Act for Fiscal Year 2013.
P.L. 113-146 § 402. Veterans Access, Choice, and Accountability Act of 2014.

38 U.S.C. 1712A. Eligibility for Readjustment Counseling and Related Mental Health Services.
38 C.F.R. Part 17 RIN 2900 AN92 and 2900 AP21. Medical.
38 C.F.R. Part 17 RIN 2900-AN92. Vet Center Services.
38 C.F.R. Part 17 RIN 2900-AP21. Vet Centers.

Office of Research Oversight

Overview

The Office of Research Oversight (ORO/10R) promotes the responsible conduct of research, serves as the primary VHA office in advising the USH on matters of research compliance, and exercises oversight of compliance with VA and other Federal requirements for the protection of human research subjects, laboratory animal welfare, research safety, research laboratory security, research information security, research misconduct, and Government-wide debarment for research impropriety. P.L. 108-170, enacted December 2003 and codified at Title 38 US.C. 7307, established ORO in statute to report directly to the USH and stipulated ORO's oversight authority as independent of the Office of Research and Development (ORD) and any other VA components that administer or fund VA research.

ORO develops research oversight policy and provides direct oversight of all VA research activities related to human subject protections, laboratory animal welfare, research safety, research laboratory security, research information security, research misconduct, Government-wide suspension and debarment for research impropriety, Research Compliance Officer (RCO) audits, and RCO education. All VA research is conducted through research programs at VA medical centers and Program Offices.

Functions and Activities

- Advises the USH on all matters of regulatory requirements in research.
- Investigates suspected impropriety, regulatory noncompliance and misconduct in VA research.
- Receives and investigates reports of transgressions in VA research.
- Oversees the conduct of onsite compliance reviews.
- Oversees the implementation of remedial actions where warranted.
- Ensures the procedural integrity of research misconduct reviews and investigations.
- Monitors serious adverse events in VA research.
- Tracks the cause of all unanticipated deaths in VA research.
- Oversees training of VA's facility-based Research Compliance Officers (RCOs).
- Provides technical assistance to VA research programs.
- Disseminates regulatory information to the broader VA research community.
- Maintains an anonymous complaint line that is monitored daily.

- Provides oversight of the VA Central Office Human Research Protection Program and the VA Central Institutional Review Board (IRB).

ORO Review Management and Integrity Workgroup

Overview

The Review Management and Integrity Workgroup (RMI) manages ORO's onsite review program and oversees research misconduct investigations in VHA facilities.

Functions and Activities

- Prioritizes ORO onsite reviews based on risk and vulnerability assessments, facility needs and availability, and ORO staffing resources.

- Advises facilities regarding research misconduct allegations, inquiries, investigation, and reporting.

- Assesses quality of ORO onsite reviews to ensure consistency, accuracy, thoroughness, and appropriate documentation.

ORO Comprehensive Research Oversight Workgroup

Overview

The Comprehensive Research Oversight Workgroup (CROW) within the Office of Research Oversight is responsible for conducting Comprehensive Program Reviews (CPR) at all VA research facilities. The CROW also has oversight for General Research Administration issues (including Research and Development Committee (R&DC) issues) and serves as Facility Liaisons to all VA facilities with research programs.

Functions and Activities

- Obtains a comprehensive overview of a facility's research compliance program to assess any areas of vulnerability.

- Provides on-site focused review, for cause review, or technical assistance for issues related to General Research Administration and the R&DC.

- Provides review and follow up of any noncompliance findings related to General Research Administration and the R&DC.

- Serves as "permanent" "primary" or "back-up" facility liaisons to facilities to facilitate communication among subject matter workgroups assuring assistance and resolution to inquiries and issues.

ORO Research Information Security Program

Overview

The Research Information Security Program (RISP) within the Office of Research Oversight assists VHA research programs in enhancing and improving their facility Research Information Security Programs so that Veteran research subjects' personal information and other VA research data are appropriately protected.

Functions and Activities

- Conducts onsite Information Security Focused Reviews of all VHA facility research programs.
- Remotely manages reports of Information Security incidents.
- Provides remote and onsite Technical Assistance to VA research programs as needed.

ORO Research Safety and Animal Welfare Program

Overview

The Research Safety and Animal Welfare (RSAW) Program within the Office of Research Oversight assists VHA research programs to enhance and further improve the safety of research workers and the environment, the physical security of research facilities, and the welfare of laboratory animals.

Functions and Activities

- Conducts onsite Focused Reviews of VA facility Research Safety and Security Programs (RSSP) and Animal Care and Use Programs (ACUP).
- Partners with VHA research programs to resolve noncompliance and other unexpected events involving research safety, laboratory security, and laboratory animal welfare.
- Provides Technical Assistance to VA research programs as needed.

ORO Policy and Education Program

Overview

The Policy and Education group within ORO provides education and support for facility Research Compliance Officers (RCOs) and coordinates guidance on policy affecting ORO operations.

Functions and Activities

- Conducts remote and onsite Focused Reviews of RCO auditing programs.
- Provides national teleconferences for RCOs, self-study guides for new RCOs, and face-to-face regional and national RCO education and training meetings.
- Provides Technical Assistance to VA research facility RCOs as needed.
- Reviews, contributes to, coordinates, and publishes policies/guidance affecting ORO's operations.

- Maintains a Policy Archive of policy-related questions.

ORO Informatics and Data Analytics

Overview

The Informatics and Data Analytics group within ORO is responsible for developing and implementing a risk-based model to support ORO's compliance activities. The IDA group also oversees VHA research Quality Improvement (QI) activities.

Functions and Activities

- Collects and analyzes relevant and available data related to facility research programs and oversight.
- Develops a profile of each research facility's capacity to oversee research compliance.
- Administers the annual Facility Directors Certification of Research Compliance.

ORO Human Research Protection Program

Overview

The Human Research Protection Program (HRPP) assists research protection programs at VHA facilities to ensure the protection of human subjects participating in VA research and the effective oversight of the research program by the facility.

Functions and Activities

- Conducts onsite Focused Reviews of facility HRPPs.
- Monitors the remediation of non-compliance in human research.
- Provides Technical Assistance to VA research programs as needed.
- Oversees facility Federal-wide Assurances and IRB Registrations and Memoranda of Understanding.

Authorities

P.L. 108-170 § 401. Veterans Health Care, Capital Asset, and Business Improvement Act of 2003.
38 U.S.C. 7307. Office of Research Oversight.

Office of Nursing Services

Overview

The Office of Nursing Services (ONS/10A1) provides leadership, guidance and strategic direction on all issues related to nursing practice, education, research and workforce for clinical programs across the continuum of care and care delivery sites that impact Veterans. VA Nursing is a dynamic, diverse group of honored, respected, and compassionate professionals. VA is the leader in the creation of an

organizational culture where excellence in nursing is valued as essential for the delivery of quality healthcare to those who served America.

The Chief Nursing Officer (CNO) is the senior advisor to the Under Secretary for Health and to key VHA and Department officials on all matters relating to VA Nursing and the delivery of patient care services. The CNO also acts as consultant to Program Office, Veterans Integrated Service Network (VISN), and facility leadership in planning strategic activities. ONS collaborates inter-professionally to enhance and support evidence-based professional practice, workforce research and education, and the VA nursing workforce to strengthen leadership and teamwork to provide quality, patient-driven care for the Nation's Veterans.

Functions and Activities

- Develops and executes the VA Nursing Strategic Plan through four work streams focusing on clinical practice, research and evidence-based practice, workforce and leadership, and policy, education and legislation.

- Consults with Program Offices, VISNs, and facility leadership in planning strategic activities necessary to support quality patient care, access, cost effectiveness, staff and patient safety, nursing recruitment, retention, professional development, and customer satisfaction.

- Provides oversight for the VA Central Office Nursing Professional Standards Board.

- Collaborates with and advises VHA program offices, VISN staff, facility leadership teams, nurse executives, professional organizations, congressional offices, consumer groups and stakeholders to lead and address complex health care delivery and nursing practice issues at a national level.

Office of Clinical Practice

Overview

Clinical Practice establishes systematic approaches to support efficient and effective patient-centered care in all setting and programs.

Functions and Activities

- Adopts patient-centered nursing care delivery models that prepare for future practice environments, populations, technologies, and workforce designs.

- Supports national initiatives to improve patient safety and quality as demonstrated through clinical sensitive indicators, including pressure ulcer prevention throughout VHA.

- Provides guidance on clinical nursing practice and to support field-based operations and organizational priorities for specialties that impact high risk patient populations.

- Recommends best practices to improve Veteran care through inter-professional initiatives.

- Adopts new technology, such as mobile applications, to streamline nursing practice, documentation, and patient education.

- Addresses the needs of special populations such as polytrauma for returning Operation Enduring Freedom (OEF)/Operation Iraqi Freedom (OIF)/Operation New Dawn (OND) Veterans, supporting efforts to care for Veterans throughout their life cycle, creating innovative care coordination for homeless Veterans, and advocating for the use of population health management across all populations of Veterans.

- Advocates for and implements full practice authority for Advanced Practice Registered Nurses (APRN), including Clinical Nurse Specialists (CNS), Certified Nurse Midwives, and Nurse Practitioners (NP), to facilitate consistent APRN practices across states and enhance patient access.

Office of Nursing Research and Evidence-Based Practice

Overview

Nursing Research creates and facilitates a culture of inquiry to improve health care delivery and outcomes throughout VA. The goal of the Nursing Research program is to develop capacity for high-quality research by nurses to inform nursing science and evidence-based practice, thereby promoting health and excellence for Veterans.

Functions and Activities

- Increases nursing research capacity through annual grant-writing workshops for novice nurse scientists, mentoring of nurse scientists, bi-monthly teleconferences with the VA nursing community, and an updated Nurse Scientist Toolkit and Business Case.

- Partners with the Office of Research and Development as grant application reviewers, serves as member of Quality Enhancement Research Initiative (QUERI) Research and Methods Committee, and QUERI Steering Committees, and with the ONS Centers of Evaluation.

- Disseminates and monitors achievements of VA nurse researchers (publications, presentation, and grants), and provides a directory of VA nurse scientists and Evidence-Based Practice (EBP) champions.

Evidence-Based Practice Program

Overview

Evidence-Based Practice Program (EBP) facilitates infrastructure development to ensure VA nurses consistently engage in an evidence-based practice to improve health care delivery and outcomes throughout VA.

Functions and Activities

- Conducts ongoing education for direct care nurses and nurse leaders in basic principles of evidence-based practice and the EBP process of identifying and implementing evidence-based interventions.

- Conducts basic EBP process workshops for EBP mentors, evidence-based leadership workshops for nursing leaders and advanced EBP infrastructure workshops for EBP program leads. Provides, through the Evidence-Based Practice EBP Consultation Service, a facility assessment,

recommendations, and follow-up to facilitate infrastructure development that supports a culture of evidence-based practice.

- Updates and expands the EBP Resource Center hosting EBP curricular modules, videos, business case, and an electronic roadmap that guides project teams through a systematic, rigorous process to identify and implement evidence-based interventions.

Office of Workforce and Leadership

Overview

Workforce and Leadership ensures a competent, dedicated, compassionate, and high-performing nursing workforce through retention, recruitment, and organizational initiatives, and prepares nurse leaders for the future.

Functions and Activities

- Leads the national implementation of the VHA Staffing Methodology Directive for nursing personnel and provides consultation and training to facilities and VISNs to support successful implementation and monitoring of the Staffing Methodology.

- Promotes board certification for specialty nursing. Leads and manages the Central Office Nursing Professional Standards Board and provides consultation and training to facilities to support Nurse Professional Standards Boards, Licensed Practical Nurse Professional Standards Boards, and Nursing Assistant Professional Standards Boards.

- Partners with Travel Nurse Corps (TNC) to review supply and demand for TNC support in the field. Implements a mentoring program for Nurse Executives to support the integration of new Nurse Executive appointees into the Nurse Executive role.

- Developed and manages the Registered Nurse Transition to Practice Program (TTP) to ensure that new nurse graduates effectively transition from the graduate role to a professional nurse role with the necessary skills to provide timely, safe, and quality care to patients. ONS has primary responsibility for the VHA TTP Directive implementation, monitoring, and evaluation.

- Partners with the Office of Academic Affiliations to develop and support nurse transition/residency programs.

- Develops programs and training to provide comprehensive nursing services to Veterans, and address national emergency response plans for local, state, VISN, and national needs. Provides a nursing consultation program that offers VISN, facility, and VACO-level consultation to develop and support nurse leaders, particularly in response to resolving high-priority, high-risk leadership issues.

- Supports the field in the development of professional practice models that support EBP.

- Offers clinical simulation training to the field, providing a body of curricula and best practices that improve health care for the Veteran.

- Provides a Nurse Manager Core Curriculum that will offer a standardized approach to a new Nurse Manager Orientation and development in VHA.

- Maintains a Nursing Excellence Collaborative within VHA to promote and enhance nursing practice, empower nurses, and ensure Nursing Excellence is recognized at all levels of the organization. The collaborative supports the journey for designation as a Pathway to Excellence or Magnet facility.

- Partners with VHA Workforce Management and Consulting to review current state and future state workforce needs to provide a qualified workforce to meet Veteran care.

Office of Policy, Education, and Legislation

Overview

Policy, Education, and Legislation ensures that professional nursing policy positions are clarified for all proposed relevant national policy, initiatives, and activities that impact nursing practice delivery.

Functions and Activities

- Reviews all VHA draft policy and guidance and provides consultation and subject-matter expertise related to nursing practice and health care for Veterans.

- Consults with and advises VHA program offices VISN staff, facility leadership teams, nurse executives, professional organizations, congressional offices, consumer groups and stakeholders to address complex health care delivery and clinical practice issues at a national level.

- Partners with the Office of Academic Affiliation on the design, development, implementation, and monitoring of academic strategies and initiatives related to the profession of nursing.

- Develops legislative initiatives that support the organization's vision, mission, and goals for nursing practice.

- Provides national oversight with the VHA Center for Compassionate Care Innovation for the Intermediate Care Technician Program and other initiatives.

Authorities

P.L. 79-293. Veterans Health Administration.
P.L. 98-160. Veterans' Health Care Amendments of 1983.
P.L. 107-135. Department of Veterans Affairs Health Care Programs Enhancement Act of 2001.
P.L. 111-163. Caregivers and Veterans Omnibus Health Services Act of 2010.
38 U.S.C. 73. Veterans Health Administration—Organization and Functions.

Office of Patient Advocacy

Overview

The Office of Patient Advocacy (OPA/10H) Honors America's Veterans through the delivery of world class advocacy services to advance and influence the health care of our Veterans. The Office of Patient Advocacy accomplishes its mission through a three-fold approach: Developing National policy with the goal of standardizing a proactive approach to patient advocacy; use of a comprehensive tracking system

to improve processes and provide guidance on the journey towards high reliability; and implementing a comprehensive training program to provide Patient Advocates with consistent, universal, high quality, and mandatory training.

Functions and Activities

- Ensures a proactive approach to complaint management and resolution;
- Facilitates Veteran feedback to support improvement;
- Analyzes and utilizes data to drive organizational action and change;
- Provides training for growth, development, and better understanding of the Veterans' experience.

Authorities

P.L. 114-198. Comprehensive Addiction and Recovery Act (CARA).

Office of Client Services Response Team

Overview

The VHA Office of Client Services Response Team (CSRT/10B6) serves to centralize and streamline internal processes to improve VHA's overall responsiveness to concerns of Veterans, employees, and other internal and external stakeholders. The CSRT works closely with VA and VHA program offices and facilities to review, research and respond to inquiries sent to the Office of the Under Secretary for Health, VHA related inquiries sent to the Office of the Secretary and other concerns and inquiries that are received via Program Offices within VA Central Office (VACO) that lack a formalized response process.

Functions and Activities

- Works collaboratively with internal and external customers at all levels of the organization to achieve successful resolutions, to simplify internal coordination, and enhance the customer service experience.
- Provides management and oversight for all VHA Client inquiries generated from emails, phone calls, facsimile, letters, special interest correspondence, and seeks to understand and establish a customer service culture to promote strategies to meet and/or exceed customer needs and expectations.
- Coordinates the customer service experience by ensuring that timely and accurate responses are provided to VHA Client Inquiries, and when appropriate, corrective actions taken.

Office of the Principal Deputy Under Secretary for Health

Overview

The Office of the Principal Deputy Under Secretary for Health (PDUSH/10A) ensures the integration, effectiveness, and reliability of the systems and programs supporting the health and well-being of our Nation's Veterans. The PDUSH performs the duties of the USH in his or her absence. As the Chief

Operating Officer for VHA, the PDUSH collaborates with the Deputy Under Secretary for Health for Operations and Management (DUSHOM), the Deputy Under Secretary for Health for Policy and Services (DUSHPS), the Deputy Under Secretary for Health for Care in the Community (DUSHCC), the Deputy Under Secretary for Health for Organizational Excellence (DUSHOE) and the Deputy Under Secretary for Health for Discovery, Education and Affiliate Networks (DEAN) to provide leadership, guidance and strategic direction in support of the mission of the USH and VHA.

The Office of the PDUSH comprises several program offices that are critical to the mission of VHA: The Office of the Assistant Deputy Under Secretary (ADUSH) for Health for Workforce Services, The VHA Office of Finance, the Office of Healthcare Transformation, and the Office of the ADUSH for Health Informatics. Additionally, the Office of the PDUSH provides oversight and coordination assistance to the Offices of Nursing Services, Readjustment Counseling Services and the Office of Reporting, Analytics, Performance, Improvement and Deployment.

Functions and Activities

- The PDUSH acts as the immediate assistant to the USH in daily administrative duties and is responsible for the integration of programs and policies across VA's National health care system.
- Provides oversight and guidance for chief officers, network directors, and program officials in VACO and National health care facilities.
- Leads VHA in defining the corporate code of ethics, vision, principles, policies, goals, expectations, and the lines of authority through which these will be actualized.
- Establishes or approves standards for VHA research programs, emergency care, capital asset planning and management, and information management.
- Provides innovative and forward-looking fiscal investment planning, programming, and budget execution oversight throughout VHA. Develops policy, program initiatives, and management requirements that align with the VA strategic plan and enterprise wide solutions.

Authorities

P.L. 113-146. Veterans Access, Choice, and Accountability Act of 2014 (VACAA).
P.L. 115-182. VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018.
38 U.S.C. 73. Veterans Health Administration – Organization and Functions.
38 U.S.C. 74. Veterans Health Administration—Personnel.
38 U.S.C. 76. Health Professionals Educational Assistance Program.

Office of the Assistant Deputy Under Secretary for Health for Workforce Services

Overview

The Office of the Assistant Deputy Under Secretary for Health (ADUSH/10A2) for Workforce Services facilitates VHA's ability to develop, recruit, and retain a skilled, highly qualified workforce that keeps VHA out front as a world-class health care system. To achieve VHA's mission, it is essential that VHA is prepared to recruit and retain skilled, dedicated, and high-performing employees, as well as develop a talented succession pipeline. The ADUSH for Workforce Services recognizes that employees are VHA's most critical asset and is committed to achieving individual and organizational high performance. The

goals of the ADUSH for Workforce Services are driven by VA and VHA missions, strategic goals, objectives and strategies.

Functions and Activities

- Responsible for all elements of human capital management within VHA.
- Supports the integration of policy, operations and oversight for more than 319,000 VHA employees and more than 120,000 trainees in areas including human resources, training, education and professional development.
- Responsible for advancing VHA's strategic position on personalized, proactive and patient centered health care delivery and clinical workforce management.
- Conducts ancillary work to support the operational performance of VHA through both coordination and direct service delivery to the field in the areas of human resources, education, training, employee and organizational development.
- As change drivers, serves Veterans and the long-term development of people and culture to address future challenges as VA continues its transformation into a 21st century organization.
- Provides consultation to leaders at all levels of VA to improve organizational health, including consultation on change management, resilience, virtual teams, executive team building, engagement, psychological safety, and other factors relevant to developing leaders and engaging employees.
- Oversees VHA succession and workforce planning; identifies and monitors talent needs and trends within the organization, and links succession planning and business strategies, presenting VHA with the opportunity to reach long-term goals and achieve human capital objectives.

Office of Workforce Management and Consulting

Overview

Workforce Management and Consulting (WMC/10A2A) provides VHA-wide leadership for workforce operations and administration management through strategic human capital planning, senior executive recruitment, performance and advisory services, labor management and labor relations, and training and career development. WMC ensures the recruitment and retention of a highly skilled, motivated, and effective workforce and provides advice and assistance to VHA leadership on human resources issues. A key architect in the development of new legislation, policies, and programs, WMC also ensures that VHA maintains its position as a leader in the health care industry.

Functions and Activities

- Provides staffing, recruitment, employee-labor relations, classification, and retirement and benefits support to the VA health system, and designs, develops, and implements training and development programs for VHA's professionals.
- Manages the recruitment and nomination process for VHA executive-level positions; advises senior-level executives, field and program offices about human resource (HR) issues and provides advice and guidance concerning conduct and performance issues involving senior-level executives in VHA.

- Provides advice and assistance to VHA leadership on human resources issues through HR Development Retention and Policy; responsible for the planning, direction, control, coordination, operation, education and evaluation of the VHA HR program to include the development of new legislation, policies, and programs to ensure that VHA maintains its position as a leader in the health care industry.

- Manages the Executive Career Field Performance (ECF) Management Process for Senior Executives within VHA and manages the organization's employee awards program; the development of HR competencies in VHA HR field staff, as well as HR competencies for VHA supervisors.

- Provides advice and assistance on employee labor relations issues to include 7422 determinations; and administers a variety of employee scholarship and clinical education programs for VHA.

- Supports VHA's workforce through HR administration, performance management, recruitment and retention, and employee development; also provides administrative, financial, and logistical oversight for all VHA headquarters Program Offices and staff and operates the VHA Employee Transit Benefits Program and the National Child Care Center Program.

- Focuses on strategic workforce planning and addresses anticipated gaps in the hiring of physicians, and other clinical staff, through the operation of the National Recruitment Program and professional marketing outreach. Recruits executive level positions in VHA Central Office, and the field, and serves as the VHA's Delegated Examining Unit.

- Through the Equal Employment Opportunity /Affirmative Employment Office (EEO/AEO), provides guidance on EEO/AEO regulations and assists management in creating and maintaining a work environment based on the principles of EEO – trust, dignity, respect, and removal of barriers to enable employees to achieve their highest potential.

- Advances diversity, cultural competency and inclusion within VHA through the Office of Diversity and Inclusion (ODI). The office supports the VA Diversity and Inclusion Strategic Plan through programs that focus on patient-centric health care delivered by engaged teams.

Office of Employee Education System

Overview

The Employee Education System (EES/10A2B) provides training solutions and services to empower VA's development of a high performing workforce that delivers exceptional care to our Veterans. EES provides accredited, 508 compliant learning through 17 national and 2 state accreditations delivered through face to face events, virtual conferences, broadcasts, eLearning, simulation, videos, and webcasting.

EES training and education programs provide core accredited content needed by staff to maintain licensure and certification. EES also develops specialized learning content to equip VHA's health care providers with the most current knowledge and skills to address the challenging needs unique to a Veteran patient population. EES has a headquarters function in Washington, DC, and nine field-based offices located in: Birmingham, Alabama; Cleveland, Ohio; Arlington, Virginia; Little Rock, Arkansas; Long

Beach, California; Minneapolis, Minnesota; Orlando, Florida; Salt Lake City, Utah; and St. Louis, Missouri.

Functions and Activities

- EES co-leads VHA's Learning Organization Transformation (LOT) effort, which aligns health professions training, staff education and workforce development within the VHA employee lifecycle model.

- Works to integrate VHA and VA workforce education and training efforts, including cross-cutting training, knowledge management and learning delivery and infrastructure initiatives.

- Leads successful efforts to establish processes and tools to manage and oversee VHA compliance with new VA requirements for conference approvals, reporting, and oversight.

- Operationally, EES partners with clients in VHA's program offices, VISNs and medical facilities to provide quality workforce education and training to improve outcomes in Veteran clinical care, health care operations and administration.

- Promotes the use of non-face-to-face Learning Options and is increasing the percentage of all VHA programs that are delivered virtually.

- Through the Simulation Learning Education and Research Network (SimLEARN), EES addresses clinical priorities and improves clinical outcomes by providing a safe, supportive environment in which practitioners' master skills, practice protocols, learn system-based practices, apply critical decision making, and improve communication and interpersonal skills.

- Serves as managing partner for the Federal Healthcare Training Partnership (FHTP) consisting of agencies (including Department of Defense) that collaborate and share continuing medical education training programs among partner organizations with a clinical, public health training mission. EES shares at no cost continuing medical education/continuing education in the health professions training programs on the VHA TrainingFinder Real-time Affiliated Integrated Network (TRAIN). A service of Public Health Foundation, TRAIN operates through collaborative partnerships with state and Federal agencies, local and national organizations, and educational institutions.

National Center for Organization Development

Overview

National Center for Organization Development (NCOD/10A2C), headquartered in Cincinnati, OH, supports efforts to improve the overall organizational health of VA, supporting leaders in VA, enabling them to create a highly engaged workforce to sustain a healthy organization where employees want to work, and Veterans want to receive services.

Functions and Activities

- Administers the annual All Employee Survey (AES). Analyzes the responses, presents results within 6 weeks of survey closing, and assists with action planning across VA (#1 diagnostic tool for employee engagement).

- Provides consultation to leaders at all levels of VA to improve organizational health and employee engagement, including consultation on servant leadership, change management, resilience, virtual teams, executive team building, engagement, psychological safety, and other factors relevant to developing leaders and engaging employees.

- Provides onsite consultations to various organizational units, including intensive workplace interventions at all levels of the organization.

- Supports the VA Employee Engagement Council and the VHA Employee Engagement Committee charged with integrating engagement initiatives and improving engagement across VA.

- Supports VA Voices, which is designed to engage employees and promote collaboration to achieve our shared mission of serving Veterans. The aim is twofold: to engage employees and to create an organizational climate that sustains engagement over time.

- Offers executive coaching expertise to current and developing leaders within the organization.

- Implements the VA Team Model; administers and interprets Executive Team Assessment and Leadership Team Assessment Instrument to increase leadership effectiveness in conjunction with executive coaching and/or executive team consultation.

- Develops and applies multiple Web-based assessment tools: Executive 360-degree, 360-degree, 180-degree, and Servant Leader 360-degree assessments; resilience assessment; and change management assessments.

- Conducts management studies resulting in data-driven, qualitative and quantitative research, and publications.

Healthcare Leadership Talent Institute

Overview

The Healthcare Leadership Talent Institute (HLTI/10A2E) is charged with developing and implementing an integrated talent management system from the local to the national level. HLTI is responsible for linking together talent planning and talent development processes and programs into a single system characterized by informed, structured, ongoing, and deliberate processes to identify, develop, and leverage the leadership talents of the VA/VHA workforce. The result is a cadre of ready, willing, and capable leaders to step into VA's and VHA's most demanding roles.

Functions and Activities

- Utilizes an integrated system to identify, develop, and manage VHA talent to meet the need for high-performing transformational healthcare leaders aligned with the VHA mission and strategic direction.

- Promotes and manages leadership programs and developmental opportunities that maximize the acquisition of leadership and healthcare leadership competencies through growth activities that are 70 percent experiential (e.g., details, assignments, committees), 20 percent exposure (e.g., coaching, mentoring, shadowing), and 10 percent education and training.

- Coordinates responsibilities among VA and VHA organizations for key elements of leadership and healthcare leadership development to minimize gaps and overlaps and to support clear processes for identifying needs and designing, implementing and evaluating leader development efforts.

- Oversees VHA succession and workforce planning, identifies and monitors talent needs and trends within the organization, and links succession planning and business strategies to present VHA with the opportunity to reach long-term goals and achieve human capital objectives.

- Institutes policies, procedures, practices, and metrics necessary to support and evaluate talent management across VA/VHA.

Authorities

P.L. 89-785. Training and Education of Health Service Personnel.
P.L. 92-541. Veterans Administration Medical School Assistance and Health Manpower Training Act of 1972.
P.L. 93-82. Veterans Health Care Expansion Act of 1973.
P.L. 96-151. Veterans Health Programs Extension and Improvement Act of 1979.
P.L. 96-330. Veterans' Administration Health-Care Amendments of 1980.
P.L. 98-160. Veterans' Health Care Amendments of 1983.
P.L. 100-322. Veterans' Benefits and Services Act of 1988.
P.L. 102-40. Department of Veterans Affairs Health-Care Personnel Act of 1991.
P.L. 102-405. Veterans' Medical Programs Amendments of 1992.
P.L. 106-117. Veterans Millennium Health Care and Benefits Act of 1999.
P.L. 106-419. Veterans Benefits and Health Care Improvement Act of 2000.
P.L. 108-170. Veterans Health Care, Capital Asset, and Business Improvement Act of 2003.
5 U.S.C. 5. Government Organizations and Employees.
38 U.S.C. 73. Veterans Health Administration - Organization and Functions.
38 U.S.C. 76. Health Professionals Educational Assistance Program.

Office of Finance

Overview

The Office of Finance (CFO/10A3) is the principal financial advisor to the Under Secretary for Health. The office has an overarching responsibility for VHA budget development and allocation; it monitors the execution of funds to networks, guides and oversees financial management and accounting operations, and maintains the Managerial Cost Accounting System for VA. The Office of Finance is composed of four major organizational elements: Financial Management and Accounting Systems, Resource Management, Financial Operations and Support, and Managerial Cost Accounting, through which functions and tasks are carried out.

Financial Management and Accounting Systems Office

Overview

The Financial Management and Accounting Systems Office (10A3A) (located in Washington, DC and Austin, Texas) provides internal and external audit support, internal controls management, and analysis of financial information and activities in support of financial statement reporting. The office also audits,

monitors, manages and reports on the Improper Payments Elimination and Recovery Act (IPERA). The office is subdivided into two sections; Financial Analysis and Oversight, and Improper Payments and Analysis.

Functions and Activities

- Provides reporting on the Improper Payments Elimination and Recovery Act (IPERA) for the Agency Financial Report (AFR).
- Provides guidance and direction to ensure compliance with the Office of Management and Budget (OMB), the Government Accountability Office (GAO), U.S. Treasury, and VA requirements; and provides accounting and financial management guidance.
- Establishes and maintains operational internal controls consistent with official guidelines.
- Analyzes financial information and activities at the national and facility level in support of financial statement reporting.
- Provides audit support for the annual financial statement audit.
- Develops and implements VHA financial internal review programs, reviews internal and external audits and reviews, and develops corrective actions to avoid or remedy material weaknesses.

Resource Management Office

Overview

The Resource Management Office (10A3B) (located in Washington, DC and Braintree, Massachusetts) provides VHA budget formulation, allocation, execution and analysis, and health care workload and cost analyses.

Functions and Activities

- Develops, formulates, submits and defends VHA portion of the annual President's budget submission to Congress.
- Provides the allocation of VHA appropriation funds using the Veterans Equitable Resource Allocation (VERA) model and the Specific Purpose budget processes, issues Transfers of Disbursing Authority (TDAs) to VHA stations and program offices.
- Monitors execution of VHA funds and provides periodic formal budget analyses, such as the Quarterly Status Report to Congress, the Monthly Performance Review for the Deputy Secretary of VA, and the monthly execution and enrollment report for OMB. Manages annual budget execution for the VHA Headquarters (Station 101).
- Formulates patient cost and workload data that is used in financial reporting for budget and resource allocation. Provides health care workload and cost analyses and end-user reports on VERA, financial management and related topics. Maintains reports and products on the Allocation Resource Center website and provides VERA education and training at all levels of VHA.

Finance Operations and Support Office

Overview

The Finance Operations and Support Office (10A3C) (located in Washington, DC) provides policy analysis, quality assurance and training/development functions.

Functions and Activities

- Establishes a series of financial quality assurance reviews and financial performance indicators to evaluate the quality of work within finance operations and related activities.
- Develops VHA Financial directives, provides input into VA Financial Policy Volumes and responds to field inquiries on financial policy.
- Provides Financial training and educational support for the field including coaching and technical career field advancement and coaching programs.
- Provides operational support for programs including Electronic Funds Transfer, Direct Deposit and Debit Cards for Beneficiary Travel programs.

Managerial Cost Accounting Office

Overview

The Managerial Cost Accounting Office (MCAO/10A3D) is VA's Program Office for its activity-based cost accounting program and conducts its activities in full compliance with all applicable Federal and VA regulations. MCAO is also the business sponsor for VA's Managerial Cost Accounting (MCA) system, the Decision Support System (DSS). VA's MCA Program provides the full cost of VA products and services through the processing of financial and workload data extracts from several VA systems. MCA provides detailed cost information reports for dissemination to Senior VA Executives, the VA's Financial Community, the Office of the Inspector General, VACO Program Offices and VHA Field Activities and conducts detailed cost analyses in support of VHA organizations that evaluate staff productivity, business efficiency and conduct resource allocation.

Functions and Activities

- Responsible for the complete, accurate and timely processing of all VA Cost Data.
- Ensures that MCA business practices and data processing have the highest level of standardization and transparency.
- Provides detailed subject matter expertise to the entire VA financial community, as well as VHA clinicians at all levels.
- Provides web master services to the DSS Reports Web Site, to include the development and maintenance of technically sophisticated (and content rich) web reports and data cubes.
- Delivers an effective-user education and training program to, both headquarters and field staff at all levels.

Authorities

P.L. 101-576. Chief Financial Officers Act of 1990.

P.L. 111-81. Veterans Health Care Budget Reform and Transparency Act of 2009.
P.L. 111-201. Joint Resolution Recognizing the 60th Anniversary of the Outbreak of the Korean War and Reaffirming the United States-Korea Alliance.
38 U.S.C. 73. Veterans Health Administration - Organization and Functions.
44 U.S.C. 3541. Information Security.
48 C.F.R. Federal Acquisition Regulation (FAR).
E.O. 13520. Reducing Improper Payments and Eliminating Waste in Federal Programs (2009).
OMB Circular A-123. Management's Responsibility for Internal Control.

Office of Healthcare Transformation

Overview

The Office of Healthcare Transformation (OHT/10A5), is formerly Office of Strategic Integration | Veterans Engineering Resource Center (OSI | VERC). The mission of OHT is to plan, engineer and implement enterprise Veteran-driven systems of care in support of VA and VHA priorities. OHT collaborates with stakeholders to define common goals and systemically applies the concepts of program management, industrial engineering, and healthcare systems engineering, deriving safe, comprehensive, and efficient solutions within optimized platforms of care delivery.

Functions and Activities

- Functions as the VHA Senior Executive Team's Program and Project Management Office, coordinating and facilitating highly complex enterprise initiatives (including, but not limited to: MISSION Act, Modernization, Government Accountability Office (GAO) High Risk, Health Operations Center/Health Integrated Center (HOC/HIC)) under the auspices of VHA senior officials.

- Provides concept definition, tactical planning, oversight, and integration of projects and programs that are developed in support of the VHA strategic intent, including VA and VHA planning artifacts such as the VHA Operational Plan, and other approved planning artifacts.

- Ensures that business and clinical practices are designed to support health care strategy and aligns efforts to ensure organizational resiliency and readiness for change using a variety of process improvement and systems engineering tools.

- Leverages healthcare engineering analysis and tools to understand the scope and nature of current health care delivery deficits and process bottlenecks.

- Designs healthcare engineering solutions to identified clinical and operational systems issues and priorities.

- Fosters benchmarking, innovation, integration, and discovery to advance VHA's strategic intent and identify future opportunities.

- Provides consultation, project and program management expertise, acquisition expertise, best practices, and reusable tools designed to facilitate successful execution of healthcare strategy.

- Serves as principal advisor and liaison to VHA's executive leadership on matters relating to VHA Transformation efforts through the Principal Deputy Under Secretary for Health.

- Integrates efforts with stakeholders within VA, other Federal partners, and community organizations to advance VHA's healthcare transformation.

Authorities

VHA Executive Decision Memo. "Mission Change: Office of Healthcare Transformation," signed April 10, 2013.

Office of the Assistant Deputy Under Secretary for Health for Health Informatics

Overview

The Office of the Assistant Deputy Under Secretary for Health (ADUSH) for Health Informatics (OHI/10A7) supports VA's health care system, clinicians, and program office staff by providing innovative health information management, enhanced by technology, to support the unique needs of Veterans, providers, and sharing partners. OHI ensures applications and data systems are deployed in a manner that meets the requirements of VHA users; enhances heath data exchanges with Federal and private partners; and provides policy and guidance to Informatics, Freedom of Information Act (FOIA), Library, Privacy, Health Information Management, and Records Management personnel nationwide.

Office of Health Informatics (HI)/(Clinical Informatics)

Overview

Health Informatics (HI/Clinical Informatics/10A7A) is the bridge between clinicians and IT to realize value from information systems that advance the delivery and management of healthcare.

Functions and Activities

- Provides national and VA leadership in management of health information for maximizing value to healthcare systems and Veterans. This leadership includes domains of policy, standards, and market development to promote interoperability, seamless care, and a learning healthcare system.

- Provides clinical-informatics expertise and program management in the collaborative design, development/acquisition, and deployment of powerful data, analytics, and clinical solutions.

- Leads configuration-management activities for clinical information management systems including foundational practices such as master information and knowledge management.

- Manages mission-critical, enterprise programs such as the Veterans Health Information Exchange (VHIE), Informatics Patient Safety, bar code systems, and terminology updates. Also manages enterprise programs for professional development for informaticists.

- Leads strategic research and development initiatives in methods of information management in collaboration with VHA Research, clinical programs, and the community.

Office of Health Information Governance

Overview

Health Information Governance (HIG/10A7B) serves as VHA's subject matter and policy expert regarding privacy, Freedom of Information Act (FOIA), library services, patient identity, health care security, health information management, records management, and on data contained in Veterans' Electronic Health Record (EHR) and in national data systems. HIG represents VA on national and international health care policy initiatives regarding Veterans' data. Other functions include compliance monitoring, management of national data systems, and provision of knowledge-based library services. HIG also develops and implements policy and regulations in accordance with FOIA, Privacy Act, Title 38 confidentiality statutes, and Health Insurance Portability and Accountability Act (HIPAA) Privacy Rule.

Functions and Activities

- Ensures appropriate collection, use, storage, exchange, disposition, and protection of health information.
- Provides national guidance, oversight, and training to VHA personnel on privacy, security, coding, patient identity, health record documentation, FOIA, records management, and library topics.
- Procures key knowledge-based resources available to all VA personnel nationwide.
- Conducts audits of field privacy, security, FOIA, and records management practices.
- Serves as VHA's lead FOIA Officer, Privacy Officer, Records Management Officer, and HIPAA Security Officer.

Office of Strategic Investment Management

Overview

Strategic Investment Management (SIM/10A7C) facilitates sound decision-making for the development, acquisition, and maintenance of health-focused information technology investments by providing leadership with a comprehensive understanding of needed VHA business capabilities including business requirements, processes, information needs, IT strategy and priorities, and investment analysis. SIM collaborates with other VHA and VA organizations to provide timely, relevant information and data services that support improvements in provision of Veterans' health IT systems and services.

Functions and Activities

- Serves as the champion for VHA IT needs within VA's Planning, Programming, Budgeting, and Execution (PPBE) process, including managing VHA's requirements repository.
- Supports VHA governance and informs decision making for prioritization of IT funding/investments and business-driven sequencing of future health information functionality.
- Organizes current and future business knowledge; gathers, documents, analyzes and evaluates clinical and business requirements, business processes, and business information needs for IT development.

- Serves as the integration agent of VHA business information to enable translation of VHA strategy and business/mission into structured long-term IT plans.

- Provides custodial management and serves as information stewards of VHA business information to support business owners.

Office of Connected Care

Overview

Office of Connected Care's (OCC/10A7D) principal focus is delivering health IT solutions that increase Veterans' access to care and support Veterans' participation in their own health care. OCC works collaboratively to standardize and promote the use of virtual and digital health products and their interfaces and development tools. This includes driving the growth and adoption of technologies that help Veterans communicate with their VA care teams and coordinate, track, and manage their health care. These technology and health solutions are delivered through four Connected Care programs: VA Telehealth Services, My Health***e***Vet, the VHA Innovation Program, and VA Mobile.

Functions and Activities

- Focuses on improving the user experience for Veterans and health care professionals across platforms using user-centered design, context and role-based workflow, data mining, and decision support/analytic capabilities that improve personalization and tailoring of information across numerous devices/user touch points.

- Enhances the accessibility, capacity, and quality of VA health care, through Telehealth Services for Veterans, their families, and their caregivers anywhere in the country.

- Manages VA's online personal health record, My Health***e***Vet (www.myhealth.va.gov), and associated functionalities and their associated integration into VA.gov: Prescription refill, VA appointment management, access to copies of VA health records, including VA Open Notes through VA Blue Button, and VA Secure Messaging; creates and oversees related programs focused on Veterans' health and wellness.

- Fosters the emergence of health care innovations, including solicitation and promotion of innovative ideas via employee and industry competitions through the VHA Innovation Program.

- Leads VA Mobile Health development and oversees the implementation of VA's Veteran- and VA staff-facing web and mobile applications such as VA Online Scheduling (allows Veterans to schedule VA appointments online), VA Video Connect (allows Veterans to connect to their health care team from any mobile or web-based device), and Annie (provides automated text messages to promote self-care for Veterans).

Authorities

P.L. 96-511. The Paperwork Reduction Act (PRA) of 1980.
P.L. 104-191. The Health Insurance Portability and Accountability Act (HIPAA) of 1996.
P.L. 104-106. The Clinger-Cohen Act of 1996 (Information Technology Management Reform Act).
P. L.105-277. The Government Paperwork Elimination Act (GPEA) of 1998.
P.L. 107-347. The Electronic Government Act of 2002.
P.L. 107-347. The Federal Information Security Management Act (FISMA) of 2002.

P.L. 111-5. The Health Information Technology for Economic and Clinical Health (HITECH) Act of 2009.
P.L. 111-148. The Patient Protection and Affordable Care Act (PPACA) of 2009.
P.L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018.
P.L. 115-141. Consolidated Appropriations Act, 2018 (2018 Omnibus Act).
5 USC §552 et seq. The Freedom of Information Act (FOIA) of 1966.
5 U.S.C. 552a. The Privacy Act of 1974.
29 U.S.C. 794d, 508. Rehabilitation Act of 1973: Accessibility.
38 U.S.C. Part V, 73. Veterans Health Administration—Organization and Functions.
38 U.S.C. 7332. Veterans Health Administration—Confidentiality of Certain Medical Records.
38 U.S.C. 5705. Veterans Health Administration—Confidentiality of Medical Quality-Assurance Records.
38 U.S.C. 73. Veterans Health Administration - Organization and Functions.
38 U.S.C. 5701. Confidential nature of claims.
38 C.F.R. Part 17, RIN 2900-AQ06. Authority of Health Care Providers to Practice Telehealth.
E.O. 12862. Setting Customer Service Standards.
E.O. 13571. Streamlining Service Delivery and Improving Customer Service.

Office of Reporting, Analytics, Performance, Improvement and Deployment

Overview

The Office of Reporting, Analytics, Performance, Improvement and Deployment (RAPID/10A8) serves Veterans by providing VHA with data reports, analysis, and insights that drive action and improvement. RAPID's integrated reporting-and-response function is critically needed to address known and significant variations in quality and improvement capabilities and recurring VA Office of Inspector General (OIG) and Government Accountability Office (GAO) oversight findings of concern (including "High Risk List") and recommendations of independent commissions/reviews.

Functions and Activities

- Provides customer-centric data, tools and reports that strengthen facility and system-level performance, quality of care, efficiency, resilience and enhance Veteran experience.

- Builds enterprise analytics and improvement capabilities to foster continuous quality improvement, transparency and organizational learning. This includes Strategic Analytics for Improvement and Learning (SAIL), a Web-based, balanced scorecard model designed to offer high-level views of health care quality and efficiency, enabling executives and managers to examine a wide breadth of existing VA measures.

- Enhances facility performance through on-site consultation, analytics and improvement support, in partnership with other subject matter experts, both internal (VISN, VA Medical Centers (VAMC), Program Offices) and external.

- Supports external reporting and comparisons with private hospital performance via Medicare Hospital Compare as well as VA-specific websites.

- Through the External Peer Review Program (EPRP) and Survey of Health Experiences of Patients (SHEP), provides an independent assessment of VA performance in clinical quality and patient experience, with ability to compare to external benchmarks.

- Provides tools to track and improve clinician productivity and access.
- Develops and maintains an integrated reporting platform (Symphony) that gives senior leaders high-level overview of facility performance as well as early warnings of deteriorating performance.
- Through its tracking systems and ability to provide rapid on-site remediation, supports VA's complementary objectives of Performance Accountability and High Reliability.

Authorities

P.L. 115-182. VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018.
38 U.S.C. 73. Veterans Health Administration: Organization and Functions.

Office of the Deputy Under Secretary for Health for Community Care

Overview

The Office of the Deputy Under Secretary for Community Care (OCC/10D) serves Veterans by collaborating with colleagues and stakeholders to provide excellence in health care operations and administration. OCC leads VA in advancing business practices that support patient care and delivery of health benefits and provides executive program support to the Under Secretary for Health on a wide range of health benefit administration programs, activities, development of administrative processes, policy, regulations, and directives associated with the delivery of VA health benefit programs.

OCC manages five Directorates: Business Operations and Administration, Revenue Operations, Delivery Operations, Clinical Network Management, and Performance Improvement and Reporting. Headquartered in Washington, DC, OCC has field offices in Denver, Colorado; Lebanon, Pennsylvania; Las Vegas, Nevada; Leavenworth, Kansas; Asheville, North Carolina; Middleton, Wisconsin; Smyrna, Tennessee; and Orlando, Florida.

Functions and Activities

- OCC leads the transformation of VHA business practices and health benefits policy to support the delivery of quality health care.
- Improves and implements consistent business practices that become benchmarks for the public and private sectors.
- Delivers timely, accurate, and accessible health benefits.
- Delivers accurate, responsive, and respectful customer service.
- Cultivates a dedicated workforce of highly skilled employees who understand, believe in, and take pride in VA's mission.

Office of the Assistant Deputy Under Secretary for Community Care

Overview

The Office of the Assistant Deputy Under Secretary for Community Care supports and assists the DUSH for Community care in serving Veterans by collaborating with colleagues and stakeholders to provide excellence in health care operations and administration.

The ADUSH for CC manages five Directorates: Business Operations and Administration, Revenue Operations, Delivery Operations, Clinical Network Management, and Performance Improvement and Reporting.

Functions and Activities

- OCC leads the transformation of VHA business practices and health benefits policy to support the delivery of quality health care.
- Improves and implements consistent business practices that become benchmarks for the public and private sectors.
- Delivers timely, accurate, and accessible health benefits.
- Delivers accurate, responsive, and respectful customer service.
- Cultivates a dedicated workforce of highly skilled employees who understand, believe in, and take pride in VA's mission.

Office of Business Operations and Administration

Overview

Business Operations and Administration (BOA/10D1A) provides key supporting infrastructure for the Office of Community Care (OCC), with executive oversight for development of administrative regulations and processes; budgeting for salary, travel, and payroll; employee protections, communications and congressional correspondence. The following offices are aligned under BOA: Policy and Planning, Financial Management, Equal Employment Opportunity, Communications, and Congressional Correspondence. Each office is led by a senior manager and is staffed with professionals responsible for delivering core services throughout the VHA OCC organization, VA, and directly to Veterans and their families. BOA accomplishes its support mission through the functions and activities of the following offices:

Functions and Activities

- Policy and Planning (P&P) includes development and implementation of regulations, handbooks, directives and procedure guides that support and facilitate the ability of VHA staff to provide services to Veterans, their families, and other beneficiaries and manages and coordinates strategic planning, operational planning, and enterprise risk management for OCC. Develops Legislative Proposals including impact analyses, collaborates with Office of Regulatory Affairs on development on regulatory changes for administrative programs and maintains the Policy Guide Portal.
- Financial Management (FM) provides stewardship of financial resources and financial information, and offers responsive, dedicated support to include budget planning and

execution, debt management, accounts receivable, accounting, financial transactions, travel management, contract execution, facility/logistics support, payroll processing, and oversight of both the Choice and Medical Care in the Community Funding for all VHA. Administers and oversees the overall OCC budget of more than $10B, 7500+FTE, oversees OCC-wide contracts and manages and oversees the OCC travel portal. In addition, FM is responsible for oversight and audit of the Choice and Care in the Community appropriations amounting to more than $20B.

- EEO: Overall management of EEO programs for OCC's Directorates, delivers complaint coordination; Alternative Dispute Resolution (ADR) mediation/facilitation, Harassment Prevention Program (HPP) and coordination of comprehensive Diversity and Inclusion and Special Emphasis Programs.

- Communications is responsible for internal/external communications and provides vital communications products and services including support for communication planning, graphic design, print, brochures, fact sheets, and talking points. Also, responsible for Community and Media Relations, GPO contracting and printing management, photography, videography and 508 Compliance conversions and testing.

- Congressional Correspondence provides support in responding to congressional inquiries, letters, memos and other forms of communication; coordinates with Members of Congress and VA agencies to resolve issues affecting Veterans, beneficiaries, and health care providers.

Office of Delivery Operations

Overview

Delivery Operations (10D1B) is managed by the Executive Director for Delivery Operations located in Denver, Colorado and provides customer support, overall management, monitoring, controlling and systems support and other activities to the Under Secretary for Health on a wide range of health benefit administration matters including administration of the Civilian Health and Medical Program of the Department of Veterans Affairs (CHAMPVA), Spina Bifida Health Care Program (SBHP), Children of Women Vietnam Veterans (CWVV), Caregiver Stipend Program, Foreign Medical Program (FMP), State Home Per Diem (SHPD) Program, Camp Lejeune Family Member Program (CLFMP), Veterans Access, Choice and Accountability Act (Choice) and Patient-Centered Community Care (PC3). Its responsibilities encompass VHA health care delivery nationwide (and in certain instances, Veterans residing in foreign countries), and include operational components such as eligibility, enrollment, claims processing and payments.

Delivery Operations comprises three directorates: Claims Adjudication and Reimbursement, Resources and the Customer Experience/Contact Center and encompasses an estimated 2600 employees. DO works in partnership with VA Health Eligibility Center (HEC), VA Benefits Administration (VBA), and supports all VISNs and VAMCs under VHA where community care is provided.

Functions and Activities

- Provides programmatic support including claims adjudication, claims reimbursement, customer service, training and logistics for CHAMPVA, SBHP, CWVV, Caregiver Stipend Program, FMP, SHPD, CLFMP, Choice and PC3.

- Services and customer support are provided to more than 1,000,000 Veterans, 350,000 beneficiaries, more than 400,000 providers worldwide and more than 150 VHA facilities.

- Manages claims verification, claims distribution, processing of authorized claims and unauthorized claims. Receive an estimated 2.1 million claims per month and processed 1,976,541 claims in Fiscal Year 2018.

- Manages resolution of all Veteran, beneficiary, and provider issues by responding to inquiries sent through the Secretary's office, Congressional offices, and the Customer Service Center.

- Manages an inbound call center which responds to inquiries for all aspects of both Veteran and family member programs to include eligibility, claims processing/payments, benefits and appeals.

- Manages the Adverse Credit Hotline with a goal of resolving issues for Veterans who have been threatened with collections because of non-payment of claims for care received in the community.

Office of Revenue Operations

Overview

Revenue Operations (10D1C) provides continuous revenue cycle management by applying industry proven methods, processes and business tools that enhance Veterans health care.

Functions and Activities

- Back-end review cycle processes are performed by the seven consolidated patient account centers located across the country. The VAMCs maintain ownership of key Veteran-facing activities.

- Manages the design, development, modernization and enhancement of programmatic and technical capabilities required and maintain compliance by industry Electronic Data Interchange (EDI) standard-setting organizations to communicate electronically with the commercial industry for the collection of Medical Care Collection Fund (MCCF) and non-MCCF revenue from third party payers.

- Supports the electronic transaction technology platform capability and transaction processing with other Federal agencies and clearinghouses.

- Monitors key revenue cycle metrics.

- Provides standardization and model efficiencies to demonstrate progress toward achieving increasingly challenging targets.

- Supports payer relations activities with private sector health insurance companies at the national and regional levels.

- Oversees activities related to business process standardization through policy analysis, business information, operational risk management and internal controls, performance management, quality assurance monitoring and continuous process improvement.

- Develops business requirements, provides business engineering management, and implements innovative solutions to improve revenue operations effectiveness and efficiency.

Office of Clinical Network Management

Overview

OCC Clinical Network Management (CNM) includes the Provider Relations Services (PRS) section and Clinical Integration (CI).

Provider Relations and Services (PRS) Directorate develops and oversees contracts for Veteran healthcare services within the United States. The directorate ensures quality network providers are enrolled to serve Veterans and provides contract administration and support for those community healthcare services. PRS ensures contracted health care (PC3, Veterans Choice Program (VCP), Community Care Network (CCN), Dialysis, and AN-98 (Skilled Home Health and Hospice) provides the best health care to our Veterans. In addition, PRS further supports the contracts with provider education and outreach, along with detailed responses to customers and community stakeholders. PRS also updates contracts as necessary with modifications to ensure the best health coverage for our Veterans.

The Office of Clinical Integration (CI) develops and guides the field with implementation of OCC's standardized operating Model. This includes standard processes for how resources (people, process, technology and data) should be organized and operate within their local VA Community Care departments to best enable community care for Veterans. CI's work is focused on five key areas, 1) Clear roles and responsibilities across clinical and administrative functions, 2) Consistent processes to make serving Veterans more efficient, 3) Active partnerships to manage the care of each Veteran, 4) Standardized care coordination to align level of interventions with Veteran needs and, 5) Responsive customer service to meet Veteran needs at the point of service.

Functions and Activities

- Designing, socializing and implementing the VA Community Care's Operating and Care Coordination Models. Focusing on optimizing the experiences of VA staff, community providers, Veterans and Veterans' families through the development and deployment of consistent processes around the referral/authorization, eligibility and care coordination for community care.

- Monitors contractor performance, provides technical validation, certification, invoicing, final analysis, supports process improvement recommendations, and continuous project management.

- Manages VA's master provider database, the provider profile management system (PPMS), which houses providers and their related information. Provides review of credentialing, certification, and accreditation impacts based on legislative requirements or VA policy changes, implementing changes as needed. Builds and sustains a robust and informed provider network by adopting a proactive outreach and education strategy designed to enhance strategic partnerships.

- Building a partnership with the Program Offices and VAMCs to assist with preparing and implementing each initiative, as well as obtaining and incorporating all feedback to assist with improving or developing processes and tools.

- Development and management of the Transition Guide Book, which is the training tool provided to the VAMCs on the processes and IT tools being implemented to facilitate the community care referral/authorization and care coordination process.

Office of Performance Improvement and Reporting

Overview

The Performance Improvement and Reporting (PI&R/10D1E) Executive Directorate is an integral OCC component that provides support services to areas that have high impact to the OCC organization and its mission. Operationally, PI&R is responsible for providing internal audits, consultation, data-driven analysis, and development and coordination of innovative strategies and technologies for performance and quality improvement of Community Care Veteran and Family Member health care programs. PI&R comprises the following directorates: Office of Business Integrity and Compliance (BIC), Office of Transformation, Office of Systems Engineering Management (SEM) and the Office of Informatics and Data Analytics (IDA). Through these organizations, PI&R plays a strategic role in the transformation and consolidation of community care programs, fosters operational effectiveness and efficiency improvements, supports advanced technology implementations, informs future planning and budget formulations, and ensures transparency and accountability for the OCC organization.

Functions and Activities

- Business Integrity and Compliance (BIC) assures optimal use of VA resources in purchasing care in the community. BIC provides internal audit and internal controls support; fraud, waste and abuse detection and prevention; and risk management support, along with developing, implementing, and maintaining Freedom of Information Act (FOIA), Privacy, and Records Management programs for all OCC health benefits programs. This support directly or indirectly impacts the mission and goals of all people, projects, and programs within the organization.

- Systems Engineering Management (SEM) designs, develops, and maintains the standards and best practices for project management within OCC. This includes the elicitation, tracking, and testing of business requirements as part of the project life-cycle as well as scheduling and planning management to ensure timely delivery of services and innovative products to all OCC programs and services VA wide. SEM supports key organizational efforts, including OCC's efforts to implement requirements of the VA MISSION Act. Additionally, as part of its work, SEM ensures that OCC's tools incorporate Payer Electronic Data Interchange (EDI) best practices ensuring that VHA meets its responsibilities as a payer entity under the Health Insurance Portability and Accountability Act (HIPAA) and other related healthcare payer Federal laws and policies.

- Informatics and Data Analytics advocates for data quality while identifying, gathering and utilizing healthcare data to define consistent, measurable facts using advanced analytics that improve data practices and data products. Efforts enhance VA's ability to make informed critical business decisions, resulting in improvements to operational efficiency and customer experience.

- The Office of Transformation will implement new and improved technologies and processes to support the delivery of a Community Care program that is easy to understand, simple to administer, and meets the needs of Veterans, community providers, and VA Staff.

Authorities

5 U.S.C. 552. The Freedom of Information Act (FOIA).
5 U.S.C. 552a. Privacy Act.
18 U.S.C. 1031. Major Fraud Against the United States.
18 U.S.C. 1035. False Statements Relating to Health Care Matters.
18 U.S.C. 1342. Fictitious Name or Address.
18 U.S.C. 1346. Definition of Scheme or Artifice to Defraud.
18 U.S.C. 1347. Health Care Fraud.
31 U.S.C. 3729. False Claims Act.
38 U.S.C. 5701. Confidential Nature of Claims.
38 U.S.C. 5705. Confidentiality of Medical Quality-Assurance Records.
38 U.S.C. 7332. Confidentiality of Certain Medical Records.
38 U.S.C. Veterans Benefits.
38 U.S.C. 73. Veterans Health Administration: Organization and Functions CHAMPVA.
38 U.S.C. 1781. Medical Care for Survivors and Dependents of Certain Veterans.

SPINA BIFIDA
38 U.S.C. 1802. Spina Bifida Conditions Covered
38 U.S.C. 1803. Health Care.
38 U.S.C. 1821. Benefits for Children of Certain Korea Service Veterans Born with Spina Bifida.

CHILDREN OF WOMEN OF VIETNAM VETERANS
38 U.S.C. 1811. Definitions.
38 U.S.C. 1812. Covered Birth Defects.
38 U.S.C. 1813. Health Care.

FOREIGN MEDICAL PROGRAM
38 U.S.C. 1724. Hospital Care, Medical Services, and Nursing Home Care Abroad.

VETERAN COMMUNITY CARE
38 U.S.C. 1703. Contracts for Hospital Care and Medical Services in Non-Department Facilities.
38 U.S.C. 1725. Reimbursement for Emergency Treatment.
38 U.S.C. 1728. Reimbursement of Certain Medical Expenses.
PATIENT-CENTERED COMMUNITY CARE (PC3).
38 U.S.C. 8153. Sharing of Health-Care Resources.

SHARING AGREEMENT WITH THE DEPARTMENT OF DEFENSE
38 U.S.C. 8111. Sharing of Department of Veterans Affairs and Department of Defense Health Care Resources.

NEWBORN CARE
38 U.S.C. 1786. Care for Newborn Children of Women Veterans Receiving Maternity Care.
38 U.S.C.501. Rules and Regulations.

VA COLLECTION RULES; THIRD-PARTY PAYERS
38 U.S.C. 17.101. Collection or Recovery by VA for Medical Care or Services Provided or Furnished to a Veteran for Nonservice-Connected Disability.
38 U.S.C. 17.102. Charges for Care or Services.

38 U.S.C. 17.103. Referrals of Compromise Settlement Offers.
38 U.S.C. 17.104. Terminations and Suspensions.
38 U.S.C. 17.105. Waivers.
38 U.S.C. 17.106. VA Collection Rules; Third-Party Payers.
38 U.S.C. 17.108. 17.111 - Copayments.

INDIAN HEALTH SERVICES
P.L. 88-38. Equal Pay Act of 1963.
P.L 88-352. Civil Rights Act of 1964. as amended.
P.L. 90-202. Age Discrimination in Employment Act of 1967, as amended.
P.L. 93-82. Veterans Health Care Expansion Act of 1973.
P.L. 93-112 Rehabilitation Act of 1973, as amended.
P.L. 99-272. The Consolidated Omnibus Budget Reconciliation Act of 1985.
P.L. 101-336. Americans with Disabilities Act of 1990 amended.
P.L. 104-262. The Veterans Health Care Eligibility Reform Act of 1996.
P.L. 106-117. The Veterans' Millennium Health Care and Benefits Act.
P.L. 107-135. The Department of Veterans Affairs Health Care Programs Enhancement Act of 2001.
P.L. 107-174. Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002.
P.L. 107-300. Improper Payments Information Act of 2002.
P.L. 107-347. E-Government Act of 2002.
P.L. 110-181. National Defense Authorization Act of 2008 (NDAA).
P.L. 110-387. Veterans' Mental Health and Other Care Improvements Act of 2008.
P.L. 111-163. Caregivers and Veterans Omnibus Health Services Act of 2010.
P.L. 111-204. Improper Payments Elimination and Recovery Act (IPERA) of 2010.
P.L. 112-154. Honoring America's Veterans and Caring for Camp Lejeune Families Act of 2012.
P.L. 112-248. Improper Payments Elimination and Recovery Improvement Act of 2012.
P.L. 112-260. Dignified Burial and Other Veterans' Benefits Improvement Act of 2012.
P.L. 112-248. Improper Payments Elimination and Recovery Improvement Act (IPERIA) of 2012.
P.L. 113-146. Veterans Access, Choice, and Accountability Act of 2014, as amended.
P.L. 115-182. VA MISSION ACT
25 U.S.C. 1645. Sharing Agreements with Federal Agencies.
25 U.S.C. 1647. Eligible Indian Veteran Services.
42 U.S.C. 1320a-7b. Criminal Penalties for Acts Involving Federal Health Care Programs.
42 U.S.C. 1320a-7b (b). Anti-Kickback Statute.
44 U.S.C. 31. The Federal Records Act.
44 U.S.C. Chapter 21. National Archives and Records Administration.
45 C.F.R. Parts 160 and 164. Standards for Privacy of Individually Identifiable Health Information (HIPPA).
H.R. 1233. Presidential and Federal Records Act Amendments of 2014.
OMB Circular No. A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.
OMB Circular A-130. Managing Information as a Strategic Resource.

Office of the Deputy Under Secretary for Health for Organizational Excellence

Overview

The Office of the Deputy Under Secretary for Health for Organizational Excellence (DUSHOE/10E) brings together the vital pieces of the Veterans Health Administration (VHA) that focus on: assessing and

improving quality and safety; providing the field and leadership with analytics and tools to assess how VHA is performing as an organization; building and supporting the capability in the field to assess risks and achieve and sustain high performance; promoting health equity; and addressing issues related to public trust and integrity. by integrating multiple VHA program offices under a collaborative directorate, the DUSHOE is positioned to improve VHA organizational efficiency and effectiveness.

Functions and Activities

- Plans, directs, coordinates, and evaluates programmatic initiatives aimed at ensuring high quality healthcare for Veterans; improved efficiency in VHA clinical and business operations; an environment of continuous learning and improvement; and promotion of a just culture.
- Provides leadership in establishing a stronger foundation for consistency, high performance, and high reliability across all VHA, in accordance with applicable laws, regulations, and standards.
- Partners externally with government, academia, private sector, and non-profits to develop and review national policy associated with VA's top priorities.
- Partners internally, with VHACO leadership and the field to introduce, implement, and disseminate new learning and best practices.
- Aligns the ADUSH for QSV and the ADUSH for Integrity under a single management authority to effect integration for inspection and quality.
- Collaborates with internal counterparts who manage operations, policy and services to assure seamless approaches to the strategic plan and priorities for VHACO and the field.
- Oversees the development of training and education strategies that will develop the core competencies needed to affect a futuristic quality agenda within, and among, an engaged workforce.
- Provides broad oversight of and accountability for preparation of the required budgetary and appropriation requests to support successful implementation of quality improvement strategies and related priorities for the Veteran population.

Authorities

P.L. 114-41, Title IV. Surface Transportation and Veterans Health Care Choice Improvement Act of 2015.

Office of Health Equity

Overview

The Office of Health Equity (OHE/10EB) strengthens and broadens the ability of VHA leadership to address health inequalities and reduce health disparities through pursuit of health equity in all policies, operations, oversight, and research. Working to promote health equity through policies, education/communication, data analysis and improvement of health care outcomes, OHE positively impacts the health and health care of vulnerable sub-populations within VHA.

Functions and Activities

- OHE impacts health and health care equity for Veterans by working to remove barriers preventing appropriate individualized health care and outcomes for all by cultivating

commitment of top VA leadership and senior leaders throughout the organization for successful implementation of the VHA Health Equity Action Plan.

- Increases internal and external stakeholder awareness of the significance of health inequalities and disparities, their impact, and the actions necessary within VHA and among stakeholders to improve health care and health outcomes for vulnerable Veteran populations.

- Improves health and health care outcomes for Veteran sub-populations experiencing health disparities by assessing Veteran enrollment in benefits and health care programs, tracking sub-populations' market penetration over time, analyzing reasons for any identified disparities and incorporating the consideration of health inequality and disparities in every strategic resource and clinical decision (e.g., using the framework of IntegratedEthics®).

- Works with other VHA offices to identify and establish outcome metrics for awareness of eligibility, access to benefits, health care delivery, and patient satisfaction consistent with those used in Healthy People 2020 and the annual Health Disparities Report published by the Department of Health and Human Services.

- Improves cultural and linguistic competency and the diversity of the VA workforce involved in advancing the health and well-being of Veterans by promoting understanding of the link between workforce diversity and achievement of equity in health care and outcomes, and promoting interactive cultural competency training that addresses bias, behaviors, attitudes, and integrates recognition of culture and social determinants of health into the delivery of health care services.

- Improves the availability, coordination, and utilization of data and evaluation of outcomes, as well as the diffusion of research to track progress toward the achievement of health equity.

- Monitors, coordinates, assists and guides further research and improvement efforts, and translates research and quality improvement findings into operation plans, clinical treatment, education, and related services.

- Partners with Analytics and Business Intelligence and other program offices to assess access and quality of care differences associated with individual characteristics, including but not limited to sex, race, ethnicity, geography, age and sexual orientation and develop approaches to addressing inequitable health care delivery, health outcomes or satisfaction with care.

Authorities

38 U.S.C. 73. Veterans Benefits: Veterans Health Administration.

U.S. Government Accountability Office (GAO)-VA Office of the Inspector General (OIG) Accountability Liaison

Overview

The GAO-OIG Accountability Liaison (GOAL/10EG) (formerly Management Review Service) is VHA's primary liaison with OIG and GAO for national reviews, audits, and inspections and oversees VHA's approach to GAO's High-Risk Listing titled "Managing Risks and Improving Veterans Health Care."

Functions and Activities

- Partners VHA subject matter experts with OIG and GAO teams to develop the focus, scope, and methodology of national reviews, national audits, or national inspections.

- Ensures VHA program offices comply with standards or protocols for OIG and GAO national reviews and audits.

- Facilitates appropriate and timely responses to OIG or GAO draft reports, recommendations to the Under Secretary for Health, and data requests related to national reviews or audits.

- Notifies VHA leadership of GAO and OIG findings that require new or different VHA standards.

- Ensures VHA program offices are implementing processes toward resolution of GAO and OIG recommendations, or facilitates negotiations for reasonable resolutions.

- Coordinates with VA and VHA program offices to develop and implement VA's action plan to address GAO's High-Risk listing.

Office of Clinical Systems Development and Evaluation

Overview

The Office of Clinical Systems Development and Evaluation (CSDE) develops highly automated and sophisticated techniques for improving clinical quality and safety. Specifically, CSDE develops, implements, and cultivates tools that integrate quality and decision support directly into workflow and analytical programs. Through collaboration and partnerships, CSDE Core Programs complete the learning health cycle by translating the data science generated through CSDE tools into critical clinical and operational wisdom to directly support national quality and safety programs. The products CSDE creates comprise the knowledge-generating foundations for robust, fully-implemented, and highly successful CSDE national quality and safety programs. In addition, the office collaborates closely with the Offices of Primary Care, Veterans Access, Specialty Care and Health Informatics.

Functions and Activities

- Oversees the National VA Clinical Assessment, Reporting, and Tracking (CART) program, which monitors and enhances the quality and safety of invasive cardiac procedures for Veterans through clinical analytics and information technology. For over a decade, the CART application has been the VA-mandated source of data capture for all procedures performed in VA cardiac catheterization labs. The CSDE CART Program conducts active device surveillance, including beginning implementation of Real-Time Logistics Systems (RTLS) in VA catheterization labs. In addition, the CSDE CART Program reviews every major adverse event that occurs during percutaneous interventions and adjudicates them through a structured peer-review process which provides feedback to facilities and informs consensus statements for appropriate practices.

- The CSDE Bio-Surveillance Anti-Microbial Stewardship and Infection Control (BASIC) program provides near real-time reporting for health care-associated infections at all VA locations and supports a variety of biosurveillance efforts within VHA and externally through projects with organization such as the Department of Homeland Security. CSDE BASIC Program reports

antimicrobial use by over 90 VA hospitals to the National Healthcare Safety Network (NHSN), making VA the single largest contributor in the United States.

- As an applied data science program with expertise in advanced data architectures, modeling, visualization, statistical interpretation and prediction, CSDE staff use context-sensitive and relevant information to identify unrecognized relationships and develop sophisticated analytic models that predict important clinical outcomes, including the Care Assessment Needs (CAN) score, which helps primary care providers identify patients at risk of hospital admission or death. Programmatically, CAN is used for many operational and research efforts along with supporting triage of VA patients to Community Care.

- The CSDE Patient Care Assessment Systems (PCAS) program is a clinical application developed with VHA Primary Care which provides risk-based patient and clinical cohort filters and team-based tasking and care planning for front-line providers. PCAS has been successfully implemented as part of the Patient-Aligned Care Team focus on high risk patients.

- The CSDE Core Data Science team provides data science and biostatistical expertise to other programs in the VA, focusing on providing guidance for the use of data from CSDE products and subject matter expertise for many other VA data sources. For example, CSDE staff directly support the VHA CRADA with Google DeepMind to use advanced data science methodologies to predict a variety of intervention-appropriate clinical high-risk targets. Through an intra-agency agreement with the Department of Energy's Oak Ridge National Labs, CSDE supports the development and deployment of a high-performance supercomputing environment for VHA advanced analytics.

Office of the Assistant Deputy Under Secretary for Health for Integrity and Enterprise Risk Management

Overview

The Office of the Assistant Deputy Under Secretary for Health for Integrity and Enterprise Risk Management (10E1) synthesizes information from internal and external oversight activities to promote a strong ethical and just culture that builds trust and confidence in Veterans health care.

Functions and Activities

- Achieves continuous improvement in health care system performance by integrating VHACO's oversight, compliance, and accountability functions.

- Serve as VHA's principal liaison to the Office of Special Counsel (OSC).

- Conduct internal oversight activities (investigations, audits, risk assessment, and business compliance) in accordance with VHA policy and industry standards.

- Proactively identifies system vulnerabilities and manages risk across clinical, administrative, business, and financial domains.

- Demonstrates Enterprise Risk Management (ERM) to protect VHA from risks that could interfere with the organization's objectives and goals and mitigates risk where it is unavoidable.

- Adopts standard risk management processes and utilizes an alternative lens that examines multiple forms of uncertainty that affect key objectives for the organization.

- Demonstrates VHA's commitment to the integration of strong ethics practices and I CARE values in VHA's work.

Office of Enterprise Risk Management

Overview

Enterprise Risk Management (ERM/10E1) protects VHA from risks that could interfere with the organization's objectives and goals and mitigates risk where it is unavoidable. ERM adopts standard risk management processes but applies them throughout the organization and for all issues, not just liability or loss events, and utilizes an alternative lens that examines multiple forms of uncertainty as they affect key objectives for the organization. Thus, the value proposition of ERM within the VHA is that it contributes to:

Functions and Activities

- Contributes to sustainability of safe, quality care through an integrated, forward-looking, and process-oriented approach.

- Manages key operational risks – not just clinical or financial risks – with the long-range intent of maximizing value for stakeholders through management of both positive and negative risk potential.

Office of Compliance and Business Integrity

Overview

The Office of Compliance and Business Integrity (CBI/10E1A) provides guidance to VHA Leadership on healthcare business-related compliance issues. CBI ensures that, in alignment with VA standards and healthcare industry guidance, VA Medical Centers (VAMCs), VISNs and Consolidated Patient Account Centers (CPACs) are supported in their efforts to prevent, detect, and oversee the correction of noncompliant activity, thereby preserving Veterans' trust in the care they receive from VHA. CBI's mission is to preserve Veterans' trust by promoting a culture of integrity, assisting VHA to manage and mitigate legal and regulatory risk, and providing a compliance framework, leadership, and oversight to promote an integrated VHA-wide program.

Functions and Activities

- Serves as principal resource of CBI program standards in alignment with industry standards for an effective compliance program.

- Provides independent assurance of reliability and precision of business operations, which enhance and strengthen a culture of accountability, integrity, and compliance in service of Veterans.

- Develops tools and systems to identify and oversee mitigation of enterprise-wide healthcare business-related risks (i.e., education and curriculum development specific to risk life cycle and risk management).

- Provides internal oversight of revenue cycle and purchased care activities to comply with applicable laws, regulations and standards via Business Compliance team.

- Provides targeted guidance, support, education and training to field CBI Officers to support local CBI Program initiatives in alignment with core priorities and needs via Compliance Outreach team.

- Monitors, audits and evaluates compliance programs at all levels regarding the implementation and improvement of compliance program elements, as well as the overall effectiveness of compliance programs and the culture of integrity via Compliance Systems team.

- Serves as the hub for VHA Fraud, Waste and Abuse efforts.

Authorities

P.L. 111-204. Improper Payments Elimination and Recovery Act of 2010
P.L. 107-300. Improper Payments Information Act of 2002.
5 C.F.R. 2635. Standards of Ethical Conduct for Employees of the Executive Branch.
E.O. 13520. Reducing Improper Payments and Eliminating Waste in Federal Programs
OMB Circular A-123, Management's Responsibility for Enterprise Risk Management and Internal Controls, July 2016.
OMB Circular A-123. Appendix C, Requirements for Effective Measurement and Remediation of Improper Payments. Parts I and II (4/14/11).
OMB Memorandum M-12-11. Reducing Improper Payments through the "Do Not Pay List"
VA Handbook 5021/15, Part I. Employee/Management Relations, Appendix A, Table of Penalties for Title 5 and Title 38 Employees.
VHA Directive 1030. Compliance and Business Integrity Oversight Program, February 26, 2016.
VHA Compliance and Business Integrity (CBI) Program Administration. 10A4A1 - Office of Compliance and Business Integrity (1030.01).
VHA Compliance and Business Integrity (CBI) Program Standards. 10E1A - Office of Compliance and Business Integrity (1030.02).
VHA Compliance and Business Integrity (CBI Helpline. Compliance Inquiry Reporting and Tracking System (CIRTS) and Conducting a Compliance Inquiry (CI), 10A4A1 - Office of Compliance and Business Integrity (1030.04).
VHA Compliance and Business Integrity Screening Procedures of Government Sanctions Lists (GSL) for Individual and Entity Exclusions, 10E1A - Office of Compliance and Business Integrity (1030.05).
CPAC SLA - contractual agreement between VISN Director and the CPAC Director that defines revenue cycle operational responsibilities between the CPAC and the Medical Centers within VISN.
Compliance Business Integrity (CBI) Auditing and Monitoring Standards. 10B3 - Office of Compliance and Business Integrity (1030.06).
Federal Register / Vol. 74, No. 157 / Monday, August 17, 2009 / Notices amends "the system of records" currently entitled ''Compliance Records, Response, and Resolution of Reports of Persons Allegedly Involved in Compliance Violations—VA'' (106VA17) as set forth in the Federal Register 66 FR 59842 and last amended Nov. 30, 2001.
HHS OIG Compliance Program Guidance
United States Sentencing Commission Sentencing Guidelines (USSC).

Office of the Medical Inspector

Overview

The Office of the Medical Inspector (OMI/10E1B) is responsible for assessing the quality of VA health care through investigations of VA facilities nation-wide, reporting directly to the Assistant Deputy Under

Secretary for Health for Integrity. OMI conducts three types of investigations: employee whistleblower allegations referred to VA by the Office of Special Counsel (OSC); individual Veteran complaints referred by the Office of the Inspector General (OIG), Congress, or other stakeholders; and site-specific internal reviews directed by the Under Secretary for Health (USH).

Functions and Activities

- At the direction of the Offices of the Secretary or the USH, OMI conducts health care investigations, documents findings and produces reports with actionable recommendations for quality improvement.
- Assembles and leads VA teams of clinical investigators, subject matter experts, and human resource specialists on its investigations and briefs VHA leadership on preliminary site visit findings.
- Documents findings, conclusions, and recommendations in comprehensive reports.
- Circulates draft reports to VA and VHA offices for review and comment, obtaining concurrences from key offices, prior to submitting final reports to the USH for approval.
- Monitors implementation of VHA medical center, VISN, program office, and VA action plans in conjunction with the offices of Operations and Management (10N) and Organizational Excellence (10E).
- Promotes evidence-based best practices and cross-fertilization of ideas between VHA Central Office and field facilities to improve patient care outcomes.
- Identifies system risks and vulnerabilities across the VA health care system by observing patterns and trends among the findings of investigative reports.

Authorities

P.L. 100-322 § 201. Veterans' Benefits and Services Act of 1988.
VHA Directive 1038. Role of the Office of the Medical Inspector.

Office of Internal Audit

Overview

The Office of Internal Audit (10E1C) is responsible for providing independent and objective assurance through audits and evaluations of VA programs and functions inclusive of field facilities, VISNs and VACO programs/functions. Internal Audit receives strategic guidance and direction from the Under Secretary for Health and the Principal Deputy Under Secretary for Health in his role as Chair, VHA Audit, Risk and Compliance Committee (ARCC). The office proactively identifies system vulnerabilities and manages risk across clinical, administrative, business, and financial domains.

Functions and Activities

- At the direction of the Under Secretary for Health, conducts assurance and internal audits and evaluations, in accordance with Generally Accepted Government Auditing Standards (GAGAS).
- Provides independent oversight, and promotes excellence, integrity and accountability to contribute to VHA's efforts to become a high reliability organization.

- Provides employees and senior leaders with the results of audits and evaluations to assist management and those charged with governance and oversight in using the information to improve program performance and operations, reduce costs, facilitate decision-making by those responsible for oversight, initiate corrective action, and contribute to public accountability.

- Establishes and maintains a system of quality control designed to provide reasonable assurance that the organization and its personnel comply with professional standards and applicable legal and regulatory requirements.

- Ensures systems of audit follow-up, resolution, and corrective action are documented and in place; ensures timely responses are made to audit report, disagreements are resolved, and corrective actions are taken; and provides semiannual reports through the ARCC to the Under Secretary for Health.

Authorities

38 U.S.C.7301(b). Functions of Veterans Health Administration: in general.
GAO -12-331G. Government Auditing Standards.
GAO-14-704G. Standards for Internal Control in the Federal Government.
OMB Circular A-50. Audit Follow-up.
Institute of Internal Auditors. International Standards for Professional Practice of Internal Auditing.
VHA Directive 1370. VHA Internal Audit and Risk Assessment Program Office.

National Center for Ethics in Health Care

Overview

The National Center for Ethics in Health Care (NCEHC/10E1E) is the primary VHA resource for addressing the complex ethical issues that arise in health care, including issues relating to clinical ethics, organizational ethics, and research ethics. NCEHC works collaboratively with program offices and field stakeholders to make recommendations to promote strong ethics and professionalism standards. NCEHC aims to continuously improve VHA's ethics-related decisions, actions, systems, processes, environment, and culture by establishing standards and providing analysis, information, education, advice, and support to VHA senior leadership, field facilities and program offices.

Functions and Activities

- Interprets, clarifies and establishes updates to standards for ethical health care practice by providing policies, authoritative reports, and other similar guidance, including providing ethics consultation services to VHA patients, families, stakeholders, and staff, and publishing information for Veterans to help them understand the ethics standards they encounter in VHA.

- Creates and promulgates a model for health care ethics programs called IntegratedEthics®; establishes IntegratedEthics® program standards and annual performance targets, roles, responsibilities and training requirements for IntegratedEthics® staff.

- Serves as a resource for information, advice, support, and collaboration related to ethics in health care within VHA including representing VHA on matters relating to health care ethics in communications with media, Congress, and the White House.

- Supports efforts to increase ethical health care practices by conducting and facilitating evaluation of ethics programs and practices in VHA; develops measures to assess the quality of ethics consultation practices and to monitor the implementation of specific ethics policy standards.

Authorities

38 U.S.C. 7306.- Functions of Veterans Health Administration: in General.
38 U.S.C. 7331. Informed Consent.
42 U.S.C. 1395cc (F). Agreements with Providers of Services; Enrollment Processes.
38 C.F.R. 17.32. Informed Consent and Advance Care Planning.
VHA Directive 1004. National Center for Ethics in Health Care.
VHA Directive 1004.06. IntegratedEthics.
VHA Handbook 1004.08. Disclosure of Adverse Events to Patients.
VHA Directive 1005. Informed Consent for Long-Term Opioid Therapy for Pain.

Office of the Assistant Deputy Under Secretary for Health for Quality, Safety and Value

Overview

The Office of the Assistant Deputy Under Secretary for Health for Quality, Safety and Value (QSV/10E2) is committed to enhancing VHA's ability to be the most trusted choice for high quality, safe and reliable health care by ensuring outstanding population health, a seamless patient experience, and the lowest expenditure of resources. The office allows VHA to provide the best health care value to Veterans by enabling innovative, enterprise-wide approaches to compliance, risk awareness and continuous improvement.

Functions and Activities

- QSV anticipates and manages risks by ensuring VHA clinical and business processes are highly reliable, educating the workforce, and encouraging highly effective collaborative teams dedicated to improvement.

- QSV conducts a variety of functions, through its sub offices listed below, to foster a culture that acts with integrity to achieve accountability while remaining mindful, proactively risk aware, and predictable in delivery systems.

Office of Quality Standards and Programs

Overview

Quality Standards and Programs (10E2B) promotes the integration and alignment of health care regulatory and governance strategies. Key accreditation, mission readiness, and ISO-9001 emphasis functions work together to promote further integration with clinical and business compliance programs and to better direct consultative and education resources to high-risk areas while avoiding needless survey burden on facility operations. Quality Standards and Programs Functions and Activities are accomplished through:

Division of External Accreditation Services and Programs

Overview

The External Accreditation Program is responsible for managing accreditation vendors within VHA that provide regulatory accreditation of health care facilities, Community Based Outpatient Clinics (CBOC)

and Consolidated Mail-Out Pharmacies (CMOP). The accreditation vendors are The Joint Commission, Commission on Accreditation of Rehabilitation Facilities (CARF) and vendors for consultation and education on survey readiness within VHA.

Functions and Activities

- Manages three VHA national accreditation contracts and acts as the direct liaison between VACO and accreditation vendors: The Joint Commission (TJC), Commission on Accreditation for Rehabilitation Facilities (CARF), and Critical Management Solutions (current vendor for VHA National Survey Readiness contract).

- Functions as the VACO-level SME for TJC and CARF accreditation processes, readiness, and standards guidance.

- Provides education, communication, and accreditation consulting support to all VHA facilities, VISNs, and VHA Program Offices for sustainment of full accreditation.

- Notifies VHA Leadership of survey activity in the field as it occurs as well as informs VHA leaders of accreditation concerns related to non-compliance with required regulatory and patient care standards.

- Monitors accreditation status within VHA by collecting, trending and assessing data from accreditation surveys. Provides VHA Leadership, Networks, VISNs and facilities with ongoing trends related to regulatory standards compliance. Identifies national opportunities for improvement related to quality, safety and efficiency as they relate to ongoing accreditation survey findings.

- Maintains accreditation resources and updates field and VACO Programs of revised process and standards related to accreditation.

- Collaborates with all field, VISN and VACO Program Offices related to concerns or clarifications related to the Accreditation survey processes or standards compliance strategies.

Authorities

VHA Handbook 1170.01. Accreditation of Veterans Health Administration Rehabilitation Programs.
VHA Handbook 1100.16. Accreditation of Medical Facilities and Ambulatory Programs.

The Utilization and Efficiency Management Program

Overview

The Utilization and Efficiency Management Program (UM) actively manages quality and resource utilization. The program provides a series of initiatives and automated tools to ensure Veterans receive the right care at the right time, in the right place, for the right clinical reason.

Functions and Activities

- Ensures a standardized process, proper use of evidence-based utilization criteria and entry of utilization findings into the National Utilization Management Integration (NUMI) database.

- Ensures that the 600+ field-based UM professionals are properly educated and trained to interpret evidence-based criteria, perform utilization reviews and use the data from these reviews to improve efficiency.

- Develops Consolidated Utilization Management metrics through clinical review and consultation using industry standard evidence to assure the right care at the right time, in the right setting, for the right reason.

- Reviews Utilization Management data and other utilization and efficiency reports, and through consultation and education, assists facilities to evaluate and improve clinical efficiency.

- in collaboration with oversight committees, determines and implements additional utilization modalities, and prepares UM workforce to apply criteria, collect utilization data, and improve efficiency through the health care continuum.

Evidence-Based Practice Program

Overview

Leading the way in creating and sharing health care best practices is the Evidence-Based Program joint effort between Veterans Affairs (VA) and the military health care system - to improve Veteran care by reducing overuse, misuse, and underuse of evidence-based practice, and systematizing "best known clinical practices into the delivery process.

Functions and Activities

- Works with the Department of Defense (DoD) to develop evidence-based clinical practice guidelines to be used within VA and DoD. Directly engages Veteran/patients in clinical practice guideline development. VA/DoD guideline-development work is conducted under the auspices of VA/DoD Evidence-Based Practice Working Group (EBPWG), which is chartered by VA/DoD Health Executive Committee (HEC).

- Identifies and assesses opportunities to improve the adoption of evidence-based clinical practices through the coordination and sharing of health-related services and resources between the Departments.

- Champions the integration of evidence-based clinical practice into current developing information systems.

- Fosters integration of evidence-based practice into VA/DoD initiatives related to health promotion, disease prevention, and wellness initiatives.

- Assesses the effectiveness of implementation and makes recommendations to maximize performance improvement.

Authorities

P.L. 108-136 §727. National Defense Authorization Act for Fiscal Year 2004.

Office of Health Systems Innovation Planning and Coordination

Overview

Health Systems Innovation Planning and Coordination (HSIPC/10E2C) works in collaboration with clinical partners to plan and execute IT/IM strategies in support of healthcare quality and continuous improvement.

Functions and Activities

- Conducts business analyses to identify, analyze, and document business processes for healthcare operations, and assists with planning and task coordination related to QSV-sponsored software development and sustainment.

- Identifies opportunities to add value, reliability, and efficiency to healthcare operations through system integration and process refinement.

- Informs strategic planning and process execution in real time by conducting data analyses, synthesizing business intelligence and delivering business intelligence products to meet customer requirements.

- Represents the Office of Quality, Safety and Value on the VHA IT Committee and its Health Informatics Strategic Plan subcommittee.

Office of High Reliability Systems and Consultation

Overview

The High Reliability Systems and Consultation (HRSC) Program designs and implements clinical and business governance process and products through consultation, program management, governance and targeted funding support. HRSC supports the VA's goal of being a highly reliable organization by promoting efficiency and sustainability in providing Veteran care.

ISO Consultation Division

Overview

The ISO Consultation Division (ICD) infuses the standards-based discipline of ISO-9001 quality management into the health care delivery processes and programs. This, in turn, promotes sustained reliability and excellence in daily practices and service for our Veterans.

Functions and Activities

- Supports the creation of effective, repeatable, and highly-reliable, processes for use throughout the continuum of Veteran health care.

- Implements ISO 9001, the global benchmark for quality management, in all facilities, beginning with Sterile Processing Services (SPS).

- Proactively implements consistent quality management systems that become benchmarks for the public and private sectors for continual improvement and elevation of the standard of Veteran-centric care.

Quality Consultative Division

Overview

The Quality Consultative Division (QCD) program facilitates communication, both virtually and on-site, with facilities to assist them in identifying ineffective processes and areas of improvement. QCD offers templated and custom solutions to address the inefficiencies and expand the use of facility systems. Sustainment is encouraged through routine and ad hoc customer contact to address concerns. This, in turn, promotes reliability and excellence in daily practices and service for our Veterans. QCD consists of two primary sections; the operational arm which is consultative branch and the analytics branch.

Functions and Activities

- Provides consultation services for diverse areas of the VA to assist in the development and implementation of a Quality Management System (QMS), beginning with Sterile Processing Services (SPS).

- Creates systems-based processes using standard technology (SharePoint) to enable facilities to maximize staffing resources by automating administrative task allowing more time to be spent on Veteran care. Utilizing SharePoint also prevents facilities from having to absorb additional cost for software and training.

- Acts as a Site Collection Administrator on partitioned SharePoint spaces across multiple VA regions to provide maintenance and troubleshooting services on our products; providing facilities a direct point of contact and quick resolution to minimize work stoppage.

- Develops and Presents training in the areas of Internal Audit and SharePoint to promote the use of improvement methods across VA.

Product Effectiveness Program

Overview

The Product Effectiveness (PE) Program (10E2D) performs independent health care measurement assessments and analysis on health care solutions and process improvements from a business value perspective to ensure these investments are effective and valuable to the organization and to all stakeholders, including Veterans.

Functions and Activities

- Delivers evidence-based information for management decision support.

- Strongly supports and validates investment decisions, justifications, and accountability for VHA programs.

- Captures, analyzes, and translates data into valuable and actionable information for VHA stakeholders.

- Provides objective analysis to support reducing variation and uncertainty in processes and technology across VHA.

- Optimizes productivity and continuous process improvements through independent performance measurement and assessment services.

- Provides VHA leadership with direct customer input from the field.

Office of Patient Safety and Risk Awareness

Overview

Patient Safety and Risk Awareness (10E2E), consisting of the National Center for Patient Safety, Medical Staff Affairs, the Clinical Risk Management Program and the Office of Medical-Legal Affairs, works to create a highly reliable organization through a just culture, engaged leadership, high functioning clinical teams with the best staff, improvement of the environment of care, and consideration of emerging and current organizational risks.

National Center for Patient Safety

Overview

The primary mission of the National Center for Patient Safety (NCPS) is the prevention of inadvertent harm to Veterans, controlling risks and vulnerabilities. NCPS coordinates patient safety activities throughout the enterprise; specifically, monitoring/promoting a safety culture; maintaining a database of patient safety events and investigations of patient safety events and industry to recall/re-design/repair unsafe medical devices and sharing this knowledge widely.

Functions and Activities

- Develops programs and initiatives focused on a systems approach to problem solving, based on prevention, not punishment.
- Develops patient safety products, such as toolkits, checklists, alerts, advisories, and cognitive aides.
- Designs and implements VHA-wide patient safety initiatives and identifies potential practices that could cause harm to patients resulting from their care.
- Develops VHA priorities in patient safety by supporting root cause analysis efforts VHA-wide, reviewing the reported adverse events and close calls, and providing local or national guidance based on the results, as appropriate.
- Leads efforts to utilize the most current research to create a culture of safety that rises above the “name and blame” culture of the past and is focused on improving or replacing faulty clinical processes that can cause harm to patients, regardless of the caregiver involved.

Office of Medical Staff Affairs

Overview

Medical Staff Affairs oversees and manages the credentialing and privileging process which includes collecting relevant data and information to appoint, reappoint, and privilege health care providers, and assure that qualified health care professionals are providing the appropriate care, in the appropriate setting, based upon the scope of their respective privileges.

Functions and Activities

- Supports a culture of safe, competent care by assuring the recruitment and appropriate credentialing of qualified, appropriately licensed health care providers.

- Assists VHA and medical center leadership in meeting the provider competency and oversight of health care delivery to ensure that safe, high quality, reliable care.

- Guides VHA medical center leadership through medical staff processes from recruitment to termination and reporting.

Clinical Risk Management Program

Overview

Clinical Risk Management Program manages an integrated set of activities to systematically identify, evaluate, reduce and/or eliminate, and monitor the occurrence of adverse events and situations arising from operational activities and environmental conditions.

Within VA, this process frequently involves collaboration with other disciplines such as Patient Safety and Quality Management. The Clinical Risk Management Program ensures that adverse risk events are appropriately addressed at the organizational and provider level to promote learning and encourage a just culture in which staff members have the psychological safety to express quality of care concerns. The quality improvement platforms aligned within VHA QSV Risk Management are but one component of an integrated enterprise risk management program. Risk management professionals in VHA are facilitators of change, proactively seeking opportunities to support the goal of improved patient care.

Functions and Activities

- Review and analysis of VHA-wide data related to facility-level peer review for quality management activities; external audits of peer review for data validation and identification of performance improvement opportunities; and disclosure of adverse events to patients.

- Management of activity requirements related to administrative processing of tort claims.

- Assists in the multi-disciplinary VACO program coordination of disclosure of adverse events process for institutional and large-scale disclosure.

- Management of the internal peer review for quality management program and the external peer for quality management audit program.

- Develops and leads training programs for clinical Risk Managers to enhance understanding of risk mitigation strategies.

- Provides analysis for the peer review for quality management, institutional disclosure, and tort claim data to support risk assessment and identify opportunities for improvement.

Office of Medical-Legal Affairs

Overview

Office of Medical-Legal Affairs (OMLA) was established to facilitate VHA's support of the Health Care Quality Improvement Act of 1986, which established an HHS system to track practitioners on whose behalf a malpractice claim has been paid.

Functions and Activities

- Coordinates and convenes panels to review all paid VHA tort claims for determining whether the standard of care was rendered.

- Identifies licensed practitioners for reporting to the National Practitioner Data Bank (NPDB).

- At the request of Regional Counsels, provides assignment of needed pre-settlement Medical Advisory Opinions (MAOs) to a Facility outside the VISN where the episode of care occurred. This is centralized through OMLA to ensure equal participation by the VISNs in the required provision of MAOs.

- Leverages paid tort claim information to help inform quality of care and patient safety initiatives.

Authorities

38 C.F.R. Part 46 Policy Regarding Participation in National Practitioner Data Bank Manual M-2, Clinical Affairs. Part I, General: Chapter 28. Medical Review of Tort Claims.

GAO-12-6R "VA Health Care: VA Uses Medical Injury Tort Claims Data to Assess Veterans' Care, but Should Take Action to Ensure That These Data Are Complete"

MOU between Department of Health and Human Services and Department of Veterans Affairs for VA participation in National Practitioner Data Bank process, effective October 1, 1990.

Office of Systems Redesign and Improvement Program

Overview

The Systems Redesign and Improvement Program (10E2F) supports the development of VHA improvement capability to examine all parts of the VHA integrated delivery system with the overarching goal of identifying opportunities to reduce variation, remove waste, and manage constraints.

Functions and Activities

- Leads and facilitates the implementation of high reliability systems at VHA facilities and within VHA networks through investment in building improvement capability across a robust systems improvement community of practice.

- Leads and facilitates improvements impacting patient flow and access to health care across the healthcare continuum through sponsorship of VHA Flow Improvement X-Cellence (FIX) program initiatives.

- Trains and supports teams at local, regional, and national levels to develop competency and apply improvement methods/tools to include, but not be limited to, Lean, Lean Six Sigma, and the VA-TAMMCS (Vision, Analysis, Team, Aim, Map, Measure, Change, Sustain) framework, to continuously improve delivery systems toward efficiency and optimization.

- Develops and facilitates national improvement initiatives in partnership with VHA program offices and Field-based experts to support VAMC improvement work with a direct impact on Veteran-centered care.

- Supports inpatient access to care, operations, and optimization of inpatient flow through national patient flow coordination role focused on inter-facility/inter-VISN transfer coordination and Bed Management Solution (BMS) bed/patient tracking application business ownership.

- Leads coordination of the Integrated Flow Optimization (IFO) strategy centered upon integration of key flow informatics applications to include Bed Management Solution (BMS), Emergency Department Integration Software (EDIS), and National Utilization Management Information (NUMI) system, along with dashboards and tools such as the Integrated Flow Management Tool (IFMT).

Office of the Deputy Under Secretary for Health for Operations and Management

Overview

The Office of the Deputy Under Secretary for Health for Operations and Management (DUSHOM/10N) leads VHA operations and ensures it continues to be the benchmark for health care excellence and value through the clinical and administrative services we provide to care for Veterans and their families.

The Office of the DUSHOM operates VHA health care systems, medical centers, and outpatient sites of care. VHA's coverage area is divided into 18 Veterans Integrated Service Networks (VISN), each a shared system of care working together to better meet local health care needs and provide Veterans greater access to care. The DUSHOM is responsible for 24 other VHA clinical and administrative program offices that ensure that VHA program policies and regulations are executed and supported to fulfill the operating needs of VHA field operations.

Functions and Activities

- As the focal point for the flow of information and guidance between VACO and the field, the Office of the DUSHOM provides operational direction and guidance to each of the 18 VISNs.

- Coordinates and directs a wide range of operational matters dealing with VISN planning, congressional issues, Veterans Service Organizations (VSOs), the media, Veterans, and families.

- Collaborates with VISNs and VHA congressional advisory offices to mediate, advocate for, and resolve incoming congressional issues and priorities at all levels of the organization.

- in collaboration with the 18 Network Directors, and other VHA performance management offices, DUSHOM establishes and updates metrics that hold VISNs accountable to standards for the services they provide.

- Serves as the principal advisor to the USH and other executive leadership within VHA on matters pertaining to VHA field operations to closely coordinate and maintain solid working relationships with other VA/VHA offices to advance VA/VHA initiatives.

Authorities

P.L. 111-8. Omnibus Appropriations Act, 2009.
P.L. 99-166. Veterans' Administration Health-Care Amendments of 1985.
P.L. 106-117. The Veterans Millennium Health Care Benefits Act.
P.L. 112-10. Department of Defense and Full-Year Continuing Appropriations Act, 2011.
38 U.S.C. 8102. Acquisition of medical facilities.

38 U.S.C. 8103. Authority to Construct and Alter, and to Acquire Sites for, Medical Facilities.
38 U.S.C. 8104. Congressional Approval of Certain Medical Facility Acquisitions.
38 U.S.C. 8131-8135. Applications with Respect to Projects; Payments.
38 U.S.C. 8153. Sharing of Health-Care Resources.
38 U.S.C. 1710B. 1717, 1720C. Noninstitutional Alternatives to Nursing Home Care.
38 U.S.C. 1718. Therapeutic and Rehabilitative Activities.
38 U.S.C. 73. Veterans Health Administration: Organization and Functions.
21 U.S.C. 321. Definitions; Generally.
42 U.S.C. 362. The Public Health and Welfare.
38 U.S.C. 1712. Dental Care; Drugs and Medicines for Certain Disabled Veterans.
38 U.S.C. 1785. Care and Services During Certain Disasters and Emergencies.
45 C.F.R. 164.512. Uses and Disclosures for Which an Authorization or Opportunity to Agree or Object Is Not Required.
38 C.F.R. 17.160-17.166. Authorization of Dental Examinations.
VA Acquisition Regulation 801.695-2.
E.O. 12656. Assignment of Emergency Preparedness Responsibilities.
Presidential Decision Directive #67. Enduring Constitutional Government and Continuity of Government.
Homeland Security Presidential Directive #10. Biodefense for the 21st Century.
Homeland Security Presidential Directive #18. Medical Countermeasures Against Weapons of Mass Destruction.
Homeland Security Presidential Directive #20. National Continuity Policy.
Homeland Security Presidential Directive #21. Public Health and Medical Preparedness.
VHA Handbook 1030.02. Compliance and Business Integrity Oversight Program.
VHA Handbook 1101.10. Patient Aligned Care Teams.
VHA Handbook 1004.1. National Center for Ethics in Health Care.
VHA Handbook 1160.01. Uniform Mental Health Services in VA Medical Centers and Clinics.
VHA Handbook 1160.02. Clozapine Patient Management Protocol (CPMP).
VHA Executive Decision Memo of March 7, 2011, Activation of the Office of Disability and Medical Assessment.

Office of the Assistant Deputy Under Secretary for Health for Administrative Operations

Overview

The Office of the Assistant Deputy Under Secretary for Health for Administrative Operations (ADUSH/AO/10NA) provides a full range of administrative and operational services to VISNs and VHA health care facilities tailored to meet the ongoing and emerging needs of our Nation's Veterans and their families. The Office of ADUSH/AO oversees the management of logistics, procurement, supply chain, capital assets, facilities, health care technology services and emergency operations at the national level. The office comprises nine components that provide cost-effective business solutions and customer-centric services.

Functions and Activities

Serves as the principal advisor to the DUSHOM and USH. The ADUSH-AO provides advice and recommendations related to program areas of responsibility, including resolving complex challenges and issues that can affect the entire array of VHA's health care system and operations. Primary activities include:

- Providing oversight for managing VHA's procurement program assigned to the Head of Contracting Activity (HCA). HCA has authority to appoint and terminate contracting officers, and will lead the transformation of VA's supply chain, which is one of VA's Top 12 Breakthrough Priorities.

- Identifying and establishing national priorities for the overall healthcare system, particularly those programmatic areas of responsibility concerning performance management and financial and operational goal setting.

- Integrating program office operations to ensure a collaborative focus on the Veteran's experience.

- Evaluating and leveraging inputs from external groups including Congress, media and Veterans service organizations in effort to shape DUSHOM and program offices' perspectives, behaviors and outputs involving communications and community engagement.

- Orchestrating fiscally responsible and efficient procurement, implementation and management of medical technologies, systems, capital assets and equipment, including Environment of Care, construction, Service Oriented Architecture Research and Development (SOARD), Real Time Location System (RTLS) and other tools and systems.

Authorities

VA Acquisition Regulation 801.695-3. Authority of the HCA.

Office of Emergency Management

Overview

VHA's Office of Emergency Management (OEM/10NA1) develops and implements the VHA Comprehensive Emergency Management Program (CEMP). VHA OEM supports field operations from primary locations in Washington, DC and Martinsburg, West Virginia. VHA OEM field staff provides direct support to VHA facilities via Regional and Area Emergency Managers stationed at VISNs and VAMCs throughout the country.

Functions and Activities

- Utilizing the CEMP, VHA OEM coordinates provisions of resources, personnel, and incident management support to ensure the continuity of healthcare operations during disasters and other contingencies.

- Serves as the lead program office for coordinating activities for the Administration during National Special Security Events, and national disasters impacting the delivery of healthcare services to Veterans. Directly supports VHA facilities before, during and after incidents and events by providing subject matter expertise in the development, execution and evaluation of emergency operation plans.

- Coordinates VHA activities under the National Frameworks through all phases of emergency management.

- Provides strategic guidance and policy development for comprehensive emergency management.

- Provides direct decision support and situational awareness to senior leadership throughout preparedness, response and recovery efforts through the VHA Watch and Emergency Management Coordination Cell activations.

Authorities

P.L. 107-287. Department of Veterans Affairs Emergency Preparedness Act of 2002.
38 U.S.C. 501, 1784, 1785, 7328, 7301(b), 8110, 8111A, 8117, 8125, 8153. Veterans Health Administration.
42 U.S.C. 5121-5208, 300hh-300hh31. Congressional findings and declarations.
Presidential Decision Directive (PDD) #8. National Preparedness.
Homeland Security Presidential Directive (HSPD) #8. National Preparedness.
Homeland Security Presidential Directive (HSPD) #20. National Continuity Policy
Homeland Security Presidential Directive (HSPD) #5. Management of Domestic Incidents.

Procurement and Logistics Office

Overview

The Procurement and Logistics Office (P&LO/10NA2) provides contracting support that includes supplies, construction, medical services, and leasing for VHA'S 19 networks. We provide operational oversight for VHA's Supply Chain Operations and serves as the primary agent for designing, developing, and deploying logistics and program management activities. Our procurement and logistics operations assure VHA clinicians have timely access to high quality goods and services at prices that reflect the purchasing volume of VHA. In addition, P&LO provides service through its major organizational components: Chief Operating Office, Office of Logistics, Service Area Offices (SAO): SAO East, SAO Central, and SAO West, VHA Special Projects Office, and the VHA Veterans Service Center (VSC) located in Cleveland, Ohio.

Functions and Activities

- The Procurement and Logistics Office awards contracts in support of VHA requirements in support of VHA Integrated Service Networks (does not include national contracts, Federal Supply Schedule contracts, and construction above $10 million or information technology contracts above $100,000); it monitors procurement compliance to ensure VHA procurement actions occur within specified time periods and in accordance with Federal and VA acquisition regulations.

- Identifies a Chief P&LO Officer, who is assisted by the Deputy Chief Procurement Officer to whom the three Heads of Contracting Activity (HCAs) report The HCAs, located in Pittsburgh, Pennsylvania (East), Murfreesboro, Tennessee (Central), and McClellan Park, California (West) are responsible for all contract actions completed by VHA procurement personnel as well as for the administration of contracts and/or real property leases under delegations issued by Office of Acquisition, Logistics and Construction contracting activities.

- Oversees the VHA Government Purchase Card Program.

- Provides program planning, executions and management of the current and next-generation supply chain systems, using Supply Chain Innovation Centers (SCICs) and other means to transform VHA's supply chain from a collection of disparate, discrete processes into an advanced integrated system that provides responsive, efficient clinical/non-clinical support.

This includes the development of organic VA programs as well as external coordination with other Federal agencies to leverage whole of government solutions.

- Develops and implements policies, training, workforce management and education to promulgate best business practices impacting >7,200 VHA supply chain management staff nationally. This includes serving as the proponent of a national Supply Chain Management School, implemented in partnership with the VA Acquisition Academy.

- Provides program planning, management and analysis of the VHA Medical/Surgical commodities sourcing program, ensuring timely delivery of clinical supplies throughout the country. This includes the development of organic VA programs as well as external coordination with other Federal agencies to leverage whole of government solutions.

- Provides program planning, management and analysis of the VHA's portfolio of High-Cost, High-Technical Medical Equipment (HTME) imagining equipment across the entire lifecycle to ensure there is an enterprise demand plan, to include construction, installation and proactively manages equipment inventory and maintenance programs. This includes the development of organic VA programs as well as external coordination with other Federal agencies to leverage whole of government solutions.

- Provides assessment, assist visit and onsite support services to improve supply chain operations at VISN and facility locations.

- To improve decision making and get advanced warning of supply chain issues, provides data analytics and informatics, creating accurate measurements of the VHA Supply Chain to gauge its health and performance while also supporting internal and external customers by providing insight, knowledge, and guidance to maximize the efficiency and execution of supply chain operations throughout the enterprise.

- The VHA Service Center, located in Independence, Ohio, provides life-cycle HR, payroll, travel and fiscal services for reimbursable program office customers and contracting personnel as well as security background services for contractor personnel.

- The Special Projects Office provides information solutions to VHA stakeholders via integration of commercial off-the-shelf applications and mining existing legacy sources.

Authorities

48 C.F.R. Federal Acquisition Regulation System Chapter 8—Department of Veterans Affairs.
48 C.F.R. Federal Acquisition Regulation (FAR).
VHA Directive 1081. Procurement Process for Individual Prosthetic Appliances and Sensory Aids Devices Above the Micro-Purchase Threshold.
VHA Directive 1730.1. Use of the Government Purchase Card in VHA.

Office of Capital Asset Management and Engineering Support

Overview

The Office of Capital Asset Management and Engineering Support (OCAMES/10NA5) provides VHA's guidance, oversight, and technical support for capital initiatives and engineering operations. Programs within this Office include Major Construction, Minor Construction, Non-Recurring Maintenance (NRM),

Clinical Specific Initiatives (CSI), Leasing, Sharing Use of Space, Enhanced Use Leasing, Energy, Fleet, Engineering Operations, and State Home Construction Grant Program.

Functions and Activities

- Provides professional engineering and capital expertise.
- Provides direction, guidance, and policy for capital and engineering programs.
- Develops budget requests for construction programs.
- Manages VHA's space inventory.
- Manages and prioritizes State Home Construction grant funding.
- Interprets codes, regulations, policies, and standards for implementation.
- Oversees and monitors energy and fleet consumption.
- Provides support in capital, engineering operations, and emergency situations.
- Provides training for capital, engineering, energy, fleet, and State Home programs, policies, processes, and responsibilities.
- Provides VHA's guidance, management, and oversight regarding the Strategic Capital Investment of Planning (SCIP) process and VISN submissions.

Veterans Canteen Service

Overview

Veterans Canteen Service (VCS/10NA6), headquartered in St. Louis, Missouri, is charged for providing reasonably priced merchandise and services for the comfort and well-being of Veterans enrolled in VA's Health Care System, their families, caregivers, employees, volunteers, and visitors. Canteens are in VAMCs, Community Based Outpatient Centers (CBOC), Outpatient Clinics (OPC), Health Care Centers (HCC) and VBAs. VCS is a self-sustaining entity receiving no annual appropriations.

Functions and Activities

- Serves as an internal VA resource for securing special purchases.
- A canteen operation may consist of, or include, the following activities and services: retail stores, online shopping, cafeterias, coffee shops, vending machines, catering services, food trucks, barber and beauty shops. Note: this list is not all inclusive.

Authorities

P.L. 109-461, 1946. Veterans Benefits Health Care and Information Technology Act of 2006.
38 U.S.C. Chapter 78. Veterans Canteen Service.
VHA Handbook 1008.01. Veterans Canteen Service Procedures.

Environmental Programs Service

Overview

Environmental Programs Service (EPS/10NA7) provides oversight, establishes objectives, policy, operational guidance, plans and develops management systems/procedures to ensure program functions associated with Environmental Management Services are effectively implemented and maintained at each VA medical facility.

Functions and Activities

- Ensures that the following program functions are effectively implemented and promote environmental and sustainable practices at each VA medical facility. The functions include: environmental sanitation, integrated pest control, textile care management and processing, interior design, hazardous chemicals, waste management and recycling, and ground maintenance.

- Serves as the principal environmental advisor on policy development and technical support to the Office of the Under Secretary for Health.

- Develops quantifiable goals and objectives which measure continuous environment of care improvement and monitors progress.

Authorities

VHA Handbook 1850.04. Employee Uniforms.
VHA Handbook 1850.03. Textile Care Management
VHA Directive 1608. Comprehensive Environment of Care.
VHA Handbook 1850.05. Interior Design Operations and Signage.
VHA Handbook 1850.02. Pest Management Operations.
VHA Directive 1850. Environmental Programs Service.
VHA Directive 2009-065. Waste Minimization and Compliance Report (RCN 10-99-904).
VHA Directive 1850.06. Waste Management Program.
VHA Directive 1850.07. Textile Car Facility Operations-
VHA Directive 2011-013. Guide Dogs and Service Dogs on VHA Property.

Office of Occupational Safety and Health, and Green Environmental Management Systems

Overview

The Office of Occupational Safety, Health, and Green Environmental Management Systems (GEMS) Programs (10NA8) provides policy, oversight, and technical support that enhances the safety and health of our employees, Veterans, and the public, and promotes protection of the environment. Programs within this office include Occupational Safety and Health, GEMS, Fire Protection and Life Safety, Fire Department Operations, Industrial Hygiene, Industrial Safety, Construction Safety, Employee Occupational Health, Occupational Medical Surveillance, Safe Patient Handling, Drug Free Workplace, Employee Health and Wellbeing and Workers Compensation Compliance.

Functions and Activities

- Supports the VA Mission with data-driven, evidence-based principles to maintain and advance a productive, healthy, safe and agile workforce and a safe and healing work environment through policy, assessment, consultation and quality assurance. 10NA8 ensures the VHA achieves

optimal workforce productivity and health through community of practice leadership, innovation and injury prevention.

- Develops policy and provides oversight and technical support to reduce the incidence of employee injuries and occupational safety, fire protection and environmental compliance deficiencies.

- Serves as the principal office to provide national guidance and emerging event resolution for programs subject to 10NA8 jurisdiction. Proactively engages the development of appropriate risk assessment and mitigation strategies for these areas.

- Provides funding and project support to the field for Fire Protection, GEMS, and Safety programs, when available.

- Works collaboratively and develops strategic partnerships with outside agencies, such as Occupational Safety and Health Administration (OSHA), National Fire Protection Association (NFPA), the Environmental Protection Agency (EPA) and The Joint Commission to enhance VHA safety and compliance with healthcare accreditation standards.

Authorities

P.L. 88-206. Clean Air Act.
P.L. 91-596. Occupational Safety and Health Act.
P.L. 92-500. Clean Water Act.
P.L. 93-523. Safe Drinking Water Act.
P.L. 94-469. Toxic Substances Control Act.
P.L. 96-510. Comprehensive Environ Response, Compensation, and Liability Act.
P.L. 104-191. Health Insurance Portability and Accountability Act of 1996.
P.L. 110-233. Genetic Information Nondiscrimination Act (GINA) of 2008.
P.L. 94-580. Resource Conservation and Recovery Act.

Office of Healthcare Technology Management

Overview

The Office of Healthcare Technology Management (HTM/10NA9) provides oversight to Biomedical Engineering and is responsible for national policies and directives related to medical equipment management and safety, while providing national leadership, consultation, and technology support.

Functions and Activities

- Applies engineering and managerial skills to Healthcare Technology Management, working integrally with clinical and administrative program offices and the VHA Biomedical Engineering workforce to deliver services at the point of care.

- Promotes patient safety by managing and communicating equipment recalls and safety alerts, monitoring performance of scheduled maintenance, designing and implementing medical device protection and information security practices, and promoting adoption of safety enhancements to medical equipment.

- Designs and executes national performance monitoring and continuous program improvement across VHA Biomedical Engineering, including domains of employee learning and growth,

customer satisfaction, process and quality, and financial performance. Supports Biomedical Engineering workforce development through horizontal training and education, and the recruitment of highly qualified professionals.

- Drives development of medical technology strategic plans at the VACO- and VISN-levels, incorporating initiatives such as standardization of medical technology and coordinated recurring technical support to realize clinical and financial cost efficiencies. Manages VACO review and approval of high-cost, high-tech medical equipment requests.

- Assists facilities and VISNs with the selection, deployment, and management of Real Time Location System (RTLS) technologies at VHA facilities as well as development and dissemination of tools to support implementation.

Authorities

21 C.F.R. 820.100. Quality System Regulation.
21 C.F.R. 807.81(a)(3). Establishment Registration and Device Listing for Manufacturers and Initial Importers of Devices.
21 C.F.R. 814.39. Premarket Approval of Medical Devices.

Center for Engineering and Occupational Safety and Health

Overview

The Center for Engineering and Occupational Safety and Health (CEOSH/10NA11) develops and provides products and services for VHA environment of care professionals to better comply with internal and external requirements, improve existing programs, and maintain awareness of programmatic changes.

Functions and Activities

- Provides technical information and resources used to more efficiently and effectively implement programs and prevent/address unanticipated events of national significance related to engineering, environmental, and safety and occupational health.

- Supports the development and implementation of strategic and operational goals through application and data management to improve VHA's ability to comply with program-related regulations, executive orders, congressional requests, and other higher-level VA and Federal policy/initiatives.

Authorities

VA Directive 0059. VA Chemicals Management and Pollution Prevention.
VA Directive 0063. Waste Prevention and Recycling Program.
VA Directive 0637. VA Fleet Management Program.
VA Handbook 0058. VA Green Purchasing Program.
VA Handbook 0637. VA Vehicle Fleet Management Program.
VHA Directive 1028. Electrical Power Distribution Systems.
VHA Directive 1061. Prevention of Healthcare-Associated *Legionella* Disease and Scald Injury from Potable Water Distribution Systems.
VHA Directive 1068 Recall of Defective Medical Devices and Medical Products Including Food and Food Products.
VHA Directive 1608. Comprehensive Environment of Care (CEOC) Program.

VHA Directive 1810. Boiler and Boiler Plant Operations.
VHA Directive 2006-015. Benchmarking VHA Biomedical Engineering Operations.
VHA Directive 2009-044. Capital Resource Survey (CAPRES) Benchmarking of Environment of Care.
VHA Directive 7701. Emergency Eyewash and Shower Location.
VHA Directive 7702. Industrial Hygiene Exposure Assessment Program.
VHA Directive 7703. Safety Management System (SMS) and Governing Safety Policy Statement.
VHA Directive 7704. Emergency Eyewash and Shower Location.
VHA Directive 7705. Management of Hazardous Chemicals.
VHA Directive 7707. Green Environmental Management System (GEMS) and Governing Environmental Policy Statement.
VHA Directive 7708. Pollution Prevention (P2) Program.
VHA Directive 7711. Fire Incident Reporting.
VHA Directive 7715. Safety and Health During Construction.
VHA Directive 7716. Occupational Health Record Keeping System.
VHA Directive 7717. Planning for Fire Response.

Office of Assistant Deputy Under Secretary for Health for Clinical Operations

Overview

The Office of the Assistant Deputy Under Secretary for Health for Clinical Operations (ADUSH/CO/10NC) is the Chief Operating Officer for field and ADUSH/CO program office clinical operations, including coordination with clinical and administrative leadership within the VISNs and collaboration with our partners in the Office of the Deputy Under Secretary for Health for Policy and Services (10P) and the Office of Patient Care Services (10P4). The Office of the ADUSH/CO strives to provide clinical services to Veterans and their families that serve as the benchmark for health care excellence and value.

Functions and Activities

- Monitors and ensures the integrity, quality, and value of clinical services at VHA facilities. It implements new policies to improve clinical services, integrates new and revised clinical services with other components of the health care organization, and executes clinical processes to improve health care delivery.

- Provides direction, guidance, and policy for capital and engineering programs.

- Supports clinical operations at the field level including consultation and support for clinical challenges, assistance in identifying additional resources and providing clinical expertise and policy implementation guidance.

- Supports clinical operations at the field level including consultation and support for clinical challenges, assistance in identifying additional resources and providing clinical expertise and policy implementation guidance.

- Coordinates and shepherds through Central Office clearance all Clinical Restructuring packages.

- Assists with large scale disclosures and State Licensing Board actions.

- Works collaboratively with Public Health, Capital Asset Management and the field in relation to Legionella.

- Supports the Opioid Safety Initiative and OIG/GAO issues at the national, VISN, and facility levels.

Homeless Programs Office

Overview

VHA Homeless Programs Office (10NC1) develops policy and coordinates the provision of VHA's programs and services for homeless Veterans in VISNs and VA medical centers. The office partners with stakeholders across the Agency, Federal agencies and local communities to develop programs and facilitate research supporting national efforts to end homelessness among Veterans.

Activities of the office support the vision of a systemic end to homelessness in communities, which means Veterans have access to permanent, sustainable housing; high quality health care and other supportive services, leading to a future where homelessness is prevented whenever possible or is otherwise a rare, brief, and non-recurring experience.

Functions and Activities

- Leads VA's efforts in operationalizing Federal efforts to end homelessness among Veterans put forth in Opening Doors, the Federal Strategic Plan to End Veteran Homelessness.

- Guides policy, planning and coordination of VA's programs and services for homeless and at-risk Veterans by utilizing a comprehensive continuum of care focused on six pillars: Outreach and Education; Prevention; Treatment; Income, Employment and Benefits; Housing and Supportive Services; and Community Partnerships.

- Develops partnerships with, local, regional, and national organizations to expand access to meaningful employment, affordable housing and other needs of Veterans who are homeless and at risk of homelessness and their families.

- Monitors and measures the integrity and effectiveness of VHA's homeless programs through various tools and provides technical assistance to VISNs and VA medical centers.

- Promotes best practices and evidence-based research related to services for homeless Veterans.

- Promotes recovery-oriented care for Veterans who are homeless or at risk for homelessness by developing and disseminating evidence-based policies, programs, and best practices.

Authorities

38 U.S.C. 2011, 2012, 2061, and 2064. Grant and Per Diem Program.
38 U.S.C.2003(b) Housing and Urban Development (HUD)-Department of Veterans Affairs Supportive Housing (VASH) Program.
38 U.S.C.2031 and 38 C.F.R. Part 63. Health Care for Homeless Veterans Program.
38 U.S.C.2044. Supportive Services for Veteran Families (SSVF) Program.

National Surgery Office

Overview

National Surgery Office (10NC2) develops and implements policy executes clinical oversight and provides guidance for all VHA surgical programs.

Functions and Activities

- Oversees the delivery of surgical care by VHA to enhance operations.
- Maintains clinical oversight of the established VHA surgical programs, surgical outcomes and surgical outcomes data analyzed for research purposes.
- Develops and implements national policy and guidance for surgical programs including the VA Transplant Program.
- Provides support for the national delivery of transplant and related services.

Authorities

38 U.S.C. 7301(B). Functions of Veterans Health Administration: in General.
VHA Handbook 1102.01. National Surgery Office.

Office of Primary Care Operations

Overview

Office of Primary Care Operations (10NC3) facilitates the delivery of quality-oriented, efficient, timely, safe and effective primary care within VHA facilities.

Functions and Activities

- Deploys and executes processes that enable and enhance the delivery of primary care and assess new, revised, and existing primary care clinical services.
- Integrates and coordinates primary care clinical services with other components of the health care organization.
- Measures and monitors the integrity, effectiveness, quality and value of VHA primary care.
- Investigates and identifies barriers impacting primary care delivery that are then brought to medical center and VISN leadership for action.
- Develops primary care programs and policy for VHA.
- Promotes patient-centered care that focuses on an integrated, comprehensive approach to health care via the implementation of the Patient Aligned Care Teams (PACT) nationwide, which is based on the patient centered medical home model.
- Promotes the use of applied research, such as that performed by the PACT Demonstration Labs, Quality Enhancement Research Initiative, or VA Health Services Research and Development to inform the effectiveness of the PACT model. Facilitates pilots and other programmatic efforts to incorporate research results into the health care delivery system.
- Other national programs and services provided under Primary Care include:
    - Primary Care-Mental Health Integration (PCMHI), which promotes full incorporation of mental health staff into the PACT to allow provision of depression, anxiety, posttraumatic stress disorder (PTSD), and substance abuse services without the

need of a separate Mental Health Consult to a new health provider located outside of the PACT clinic area.

- Post-Deployment Integrated Care (PDIC) features the development of specialized PACTs with expertise and training in syndromes common to returning combat Veterans, such as depression, substance abuse, PTSD, chronic pain, sleep disorders, and anxiety. These teams are typically well staffed with social workers, mental health and behavioral specialists allowing comprehensive care within the PACT itself.

- Interim Staffing Program (ISP), which recruits and trains doctors, nurses, and other health care personnel for rapid deployment to fill primary care, compensation and pension, and nursing vacancies occurring anywhere within VHA. ISP services are expanding to include subspecialty clinicians to further support patient access to and transit through the care experience. The ISP provides a resource of VHA-vetted and trained primary care physicians (PCP), compensation and pension (C&P) examiners, registered nurses, and other health care personnel to VHA facilities in need of staffing support at prices that are competitive with private sector temporary staffing agencies.

Authorities

38 U.S.C. 7401(1, 3). Appointments in Veterans Health Administration.
38 U.S.C. 7405. Temporary, Full-Time Appointments, Part-Time Appointments, and Without-Compensation Appointments.
VHA Directive 2012-030. Credentialing of Health Care Professionals.
VHA Handbook 1100.17. National Practitioner Data Bank Reports.
VHA Handbook 1100.18. Reporting and Responding to State Licensing Boards.
VHA Handbook 1100.19. Credentialing and Privileging.
VA Handbook 5005. Staffing.
VA Handbook 5007. Pay Administration.

Office of Geriatrics and Extended Care Operations

Overview

Geriatrics and Extended Care (GEC/10NC4) facilitates the delivery of care for Veterans with serious chronic diseases and disabling conditions through a comprehensive spectrum of facility-based (institutional) and home- and community-based care (non- institutional care) programs. GEC programs are built upon expertise in three specific areas: Geriatrics, Palliative Care, and Long-Term Services and Supports (LTSS). Geriatrics is a healthcare specialty that focuses on the care of older adults and age-related conditions. Palliative care is a specialty that focuses on optimizing quality of life for patients with serious illness and includes expertise in hospice care during the last months of life and symptom management throughout the course of chronic or serious illness. LTSS offers programs and services required by Veterans needing assistance with activities of daily living.

Functions and Activities

- for Veterans of all ages with serious chronic disabling diseases, VHA GEC provides a comprehensive spectrum of services that surpasses all other US health care systems. Innovates, evaluates and implements programs to improve health, function, independence and well-being

of Veterans. Decreases preventable hospitalizations and nursing home admissions by providing options that are preferred by Veterans and reduce total health care costs. Promotes reliable quality of care through oversight, evaluation and feedback to VISNs and VAMCs toward improving care and reducing variability.

- Supports the development of workforce competencies required to care for Veterans facing the challenges of aging, disability, or serious illness. Facilitates research, education, innovations in care, and program evaluations through twenty Geriatric Research, Education, and Clinical Centers (GRECC), field centers, community partners and collaborators. Advises VA and VHA leaders, other governmental agencies, and field staff on policy and plans for Geriatrics, Palliative Care, and LTSS.

- Optimizes Veteran choice and trust by ensuring access to Geriatrics, Palliative Care, and LTSS at every VA facility. Through Facility Based LTSS, operates Community Living Centers (CLC), which are VA-owned and operated facilities that resemble "home" as much as possible, provide skilled level of facility-based care. Veterans may also receive nursing home level of care in Community Nursing Homes (CNH) or State Veterans Homes (SVH).

- Provides a comprehensive spectrum of home and community-based services including hospice and palliative Care for all enrolled Veterans at every VA Medical Center. Honors Veterans' preferences by balancing the delivery of LTSS in the home and community versus facility-based settings. Helps Veterans remain living at home while improving care quality, safety, value and the Veterans' experience by supporting family caregivers and optimal care coordination. Offers other GEC Services in Multiple Care Settings to include Advanced Care Planning, Care Coordination and Management, Comprehensive Geriatric Evaluation, Hospice and Palliative Care, Innovative Community Based Alternatives to Nursing Home Care, Hospital in Home, Acute Care for Elder (ACE) Programs/Units, Shared Decision Making (SDM), and Telehealth.

- Geriatrics also accomplishes its mission through Institutional Care Programs, to include Community Living Centers (CLC), State Veterans Homes (SVH), and the Community Nursing Home Program (CNH).

- Non-institutional care programs include the Home-based Primary Care (HBPC) program, Comprehensive End-of-Life Care services, Adult Day Health Care programs, and Community Residential Care. Additionally, Geriatrics provides guidance and oversight on the clinical operation of Purchased LTSS programs, including Community Nursing Home, Purchased Skilled Home Care, Homemaker/Home Health Aide, Veteran Directed Care, Community Adult Day Care, Home Respite, Program of All-Inclusive Care of the Elderly and Residential Rehabilitation for Traumatic Brain Injuries.

Authorities

P.L. 96-330. Centers of Geriatric Research, Education and Clinical Activities.
P.L. 104-262. Veterans' Health Care Eligibility Reform Act of 1996.
P.L. 106-117. Veterans Millennium Health Care and Benefits Act of 1999.
38 C.F.R. 17.36. Enrollment - Provision of Hospital and Outpatient Care to Veterans.
38 C.F.R. 17.38. Medical benefits package.

Office of Mental Health and Suicide Prevention

Overview

Office of Mental Health and Suicide Prevention (OMHSP/10NC5) improves the quality and availability of a full continuum of behavioral and mental health services, including prevention strategies, outpatient, residential, and inpatient treatments, and recovery and rehabilitation services to promote optimal mental health and quality of life, and reduce illness, death, disability and cost resulting from mental disorders including and substance use disorders (SUD) among Veterans. OMHSP continuously monitors and supports the implementation of mental health policies and the performance of mental health programs in the VISNs and facilities and periodically conducts evaluations of mental health services and policies.

Through the Suicide Prevention Program, VA is taking a comprehensive public health, multi-faceted approach to address suicide for all Veterans. This approach uses bundled strategies for prevention that cut across various sectors — faith communities, employers, schools, and health care organizations, for example — to reach Veterans where they live and thrive.

Functions and Activities

- Works with VISN and facility leadership to identify areas of anticipated growth and unmet Veteran needs and assist in implementing programs to meet these demands.

- Focus on Suicide Prevention through primary prevention; whole health factors; application of data and research; and collaboration among diverse community stakeholders.

- Provides 24/7/365 continuous crisis intervention services through the Veterans Crisis Line (VCL). VCL connects Veterans in crisis and their families and friends with qualified, caring VA responders through a confidential toll-free hotline, online chat, or text. The VCL's primary goal is to ensure the safety of all callers who are experiencing acute risk for suicide or a psychological crisis and who may also need a specialized mental health referral.

- Promotes a Recovery Model throughout mental health care and specifically in the clinical areas of serious mental illness (SMI), posttraumatic stress disorder (PTSD), substance use disorders, psychosocial rehabilitation, gender-sensitive mental health care, geriatric mental health, military sexual trauma, vocational rehabilitation, and residential rehabilitation (Domiciliary Care).

- Provides facility-specific technical assistance and conducts oversight and consultation visits as needed. Works with VISN and facility leadership to identify areas of anticipated growth in demand for care and unmet Veteran needs and assist in implementing programs to meet these demands. Coordinates with VISN Mental Health Leads and facilities in addressing any action plans for quality improvement.

- Monitors mental health clinical services through various dashboard tools through its three Mental Health Program Evaluation Centers and reviews the data quarterly with VISN and facility leadership.

- Provides technical assistance in the deployment and delivery of innovative mental health service delivery models, including provision of clinical decision support, population management,

predictive analytics, data-based management, and implementation tools, and facilitation of communities of practice and implementation forums, toolkits, and help-desks.

- Oversees the Mental Illness Research, Education, and Clinical Centers (MIRECCs) and other mental health Centers of Excellence (CoE), which are field-based programs located across the country that promote effective prevention, treatment, rehabilitation and education policies, and services. CoEs include the National Center for PTSD with 7 divisions across 5 locations. The National Center runs a clinical consultation program to VA and community providers who are treating Veterans with PTSD and a Mentoring Program to facilitate implementation of best practices for VA PTSD program administrators.

- Works to eliminate the barriers that impede prevention, treatment, recovery, and rehabilitation services for Veterans with substance use disorders and mental illnesses, including the use of multiple virtual care modalities (e.g., tele-mental health, mobile apps, secure messaging, etc.) to provide services to Veterans in their preferred location (clinic, home, school, work, etc.).

- Develops and coordinates smoking and tobacco-use treatment policy and clinical programs for Veterans in the VA health care system. Additional key functional areas include development of clinical policies and oversight of programs to increase Veterans' access to evidence-based tobacco cessation care.

- Develops and coordinates clinical vocational rehabilitation services and programs, including Compensated Work Therapy programs, to assist Veterans to address employment barriers resulting from mental health or physical impairments and return to competitive community employment.

- Collaborates with other agencies (e.g., Department of Defense, Department of Homeland Security, Indian Health Service, Department of Health and Human Services, including Substance Abuse and Mental Health Services Administration and National Institutes of Health) to promote evidence based, coordinated care.

- Through Primary Care-Mental Health Integration (PCMHI), embeds mental health staff into the Patient-Aligned Care Team (PACT) to allow early identification and treatment for common uncomplicated mental disorders and health related behaviors within Primary Care. This approach to care reserves specialty mental health resources for individuals who need care for more complex to treatment resistant illness.

- Promotes the integration of mental health services in Geriatrics and Extended Care (GEC) programs including Home Based Primary Care, Community Living Centers, and Palliative Care, to better facilitate access to mental health care for older Veterans.

- Ensures Veteran access to psychotherapies most likely to improve their mental health outcomes by providing VA mental health clinicians competency-based training and consultation in evidence-based psychotherapies that treat conditions and problems such as PTSD, depression, substance use disorders, serious mental illness, insomnia, chronic pain, stress and coping, and relationship distress.

- Implements evidence-based, data-driven behavioral safety assessment and management practices to promote the delivery of safe and effective health care for Veterans through use of state-of-the-science structured professional judgment instruments by multi-disciplinary clinically-led teams.

Authorities

P.L. 110-110. Joshua Omvig Veterans Suicide Prevention Act.
P.L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018P.L. 114-2.
38 U.S.C.1706. Management of Health Care: Other Requirements.
38 U.S.C.1710. Eligibility for Hospital, Nursing Home, and Domiciliary Care.
38 U.S.C.1720H. Mental Health Treatment for Veterans Who Served in Classified Missions.
38 U.S.C.2032. Therapeutic Housing.
38 U.S.C.7301(b). Functions of Veterans Health Administration: In General.
38 U.S.C.7320. Centers for Mental Illness Research, Education, and Clinical Activities.
38 U.S.C.8110. Operation of Medical Facilities.
38 C.F.R. 17.46 – 17.48. Eligibility for Hospital, Domiciliary or Nursing Home Care.
E.O. 13625. Improving Access to Mental Health Services for Veterans, Service Members, and Military Families.
E.O. 13822. Supporting Our Veterans During Their Transition from Uniformed Service to Civilian Life.
VHA Handbooks 1160.01 – 1160.06. Uniform Mental Health Services in VA Medical Centers and Clinics 10NC5 - Mental Health Operations.
VHA Directive 1115.01. Military Sexual Trauma (MST) Mandatory Training and Reporting Requirements for VHA Mental Health and Primary Care Providers -10NC5 - Mental Health Operations.
VHA Directive 1215. Standards for Veterans Health Administration Centers of Excellence.

National Program Office for Sterile Processing

Overview

The National Program Office for Sterile Processing (SPS/10NC6) ensures the safety of Veterans by developing national policy and oversight of all sterile processing and high-level disinfection activities for critical and semi-critical reusable medical equipment.

Functions and Activities

- Program office subject matter experts conduct facility site visits to review and advise on sterile processing activities, and to provide special assistance when failures in sterile processing activities pose potential risks to Veterans.

- Identifies risks to Veterans when sterile processing activities are not performed correctly through analysis of process failures and potential for harm to Veterans. Subject matter experts or health specialists recommend corrective actions to the Facility Director, VISN Director, and VHA leadership.

- Provides guidance and policies for facility and VISN-led inspections of sterile processing activities, collects, and analyzes data to identify trends and address frequently occurring problems across facilities, and recommends corrective actions to the ADUSH/CO.

- Provides consultative assessment to include corrective actions for facilities undergoing risks of accreditation loss. Intervention is inclusive of a dedicated on-site team, providing education and training for facilities when critical needs arise.

- Identifies nonconformities that pose a high safety and infection control risk. Follow through and mitigation of such risk are achieved through education, training and enforcement of evidence-based infection control and sterile processing standards.

- Evaluates Quality Assurance Programs that support adherence to quality standards related to VHA policies, practice standards, education/training, competencies, documentation, validation studies, and preventive maintenance schedules.

- Conducts training and continuing education programs to ensure competencies in the sterile processing workforce.

- Develops national policy and guidance for sterile processing activities, including technical specifications, competency assessments, oversight of sterile processing functions at the facility level, and integration with other clinical services.

Office of Dentistry

Overview

The Office of Dentistry (10NC7) establishes and deploys policy and provides operational oversight for VA Dental Services to ensure uniform and consistent national procedures for providing oral health care to eligible Veterans.

Functions and Activities

- Fields and maintains the Dental Encounter System, and client-facing Dental Reporting and Analytics System (complementary business intelligence systems) to assess and improve evidence-based and data-driven organizational and individual performance.

- Develops evidence-based clinical quality indicators that ensure eligible Veterans are assigned a primary care dental provider, and receive regular exams, cleanings, and appropriate fluoride treatments to drive improvement in Veteran oral health.

- Maximizes access to dental care for eligible homeless Veterans by continually refining and monitoring distribution of Homeless Veteran Dental Program funds and by promoting awareness of eligibility benefits for this special population.

- Develops and promotes a variety of educational opportunities for all staff, with a focus on supporting the lifelong learning habits of dental professionals who are entrusted with delivering optimum healthcare to Veterans.

- Provides and coordinates Dental Laboratory Services throughout VHA to support the needs of eligible beneficiaries. Promotes deployment of innovative digital technology to produce high quality restorations in a minimal amount of time improving patient satisfaction and access. Provides oversight and guidance in the utilization of the National Dental Laboratory Services Contract and provides facility-specific technical assistance as needed. Provides clinician

consultation services to solve restoration technical issues or to identify additional resources to provide for the needed care.

Authorities

38 U.S.C.1710(c), 1712. Dental Care; Drugs and Medicines for Certain Disabled Veterans; Vaccines.
38 U.S.C.1720D. Counseling and Treatment for Sexual Trauma.
38 U.S.C.2062. Dental Care.
38 U.S.C.5313B. Prohibition on Providing Certain Benefits with Respect to Persons Who Are Fugitive Felons.
38 C.F.R. 17.160 – 17.166. Authorization of Dental Examinations.
VHA Directive 1130. Dental Program for Department of Veterans Affairs (VA) Medical. Facilities.
VHA Handbook 1130.01. Veterans Health Administration Dental Program.

Office of Disability and Medical Assessment

Overview

The Office of Disability and Medical Assessment (DMA/10NC8) provides executive leadership to VHA's disability programs worldwide, including both the traditional Compensation and Pension (C&P) and the Integrated Disability Evaluation System (IDES) programs. These responsibilities include gathering budget estimates, securing and execution of funding, quality performance improvement, contract management, clinician certification and training providing analytics support, and development of national (C&P) policy. DMA works closely with its stakeholders to include VHA, the Veterans Benefits Administration (VBA), the Office of Information and Technology (OIT), the Board of Veterans' Appeals (BVA) and the Department of Defense (DoD) to project future requirements necessary to meet the demands for services in response to new initiatives and legislation. DMA works with DoD, VBA, and Health Affairs (HA) to manage and monitor programs to provide disability examinations for Servicemembers, including IDES and Separation Health Assessments (SHA).

Functions and Activities

- Provides medical authority for medical components of the VA C&P disability evaluation and reporting process.
- Develops, implements, and provides education and training for disability evaluation and examination programs.
- Provides expert medical opinions on complex issues upon stakeholders' requests.
- Monitors performance measures of examination report timeliness and quality. These monitors assess performance for timeliness at the national, VISN, and facility levels. Performance for quality is measured at the national and VISN levels.
- Develops near- short- and long-term strategic plans to support ongoing operations and expansion of DoD/VA initiatives by developing policies, best practices, and extending VA tools and systems to effectively manage IDES.
- Develops examination protocols, standardization and specialized reporting for SHA related disability examinations for utilization by DoD, VBA, and BVA over the broad range of individual pre-discharge type programs.

Authorities

P.L. 111-8, Title II (123 Stat. 961). Omnibus Appropriations Act, 2009.
P.L. 112-154 § 304. Honoring America's Veterans and Caring for Camp Lejeune Families Act of 2012.
P.L. 99-166, Title II. Veterans' Administration Health-Care Amendments of 1985.
P.L. 106-117. Veterans Millennium Health Care and Benefits Act.
21 U.S.C. 321. Federal Food, Drug, and Cosmetic Act; Definitions; Generally.
38 U.S.C. 1710B. Eligibility for Hospital, Nursing Home, and Domiciliary Care.
38 U.S.C. 1712. Dental Care; Drugs and Medicines for Certain Disabled Veterans; Vaccines.
38 U.S.C. 1717. Home Health Services; Invalid Lifts and Other Devices.
38 U.S.C. 1718. Therapeutic and Rehabilitative Activities.
38 U.S.C. 1720C. Noninstitutional Alternatives to Nursing Home Care.
38 U.S.C. 2011-2013.
38 U.S.C. 2022. Coordination of Outreach Services for Veterans at Risk of Homelessness.
38 U.S.C. 2031. Treatment and Rehabilitation for Seriously Mentally Ill and Homeless Veterans: General Treatment.
38 U.S.C. 2033. Treatment and Rehabilitation for Seriously Mentally Ill and Homeless Veterans -- Additional Services at Certain Locations.
38 U.S.C. 2034. Treatment and Rehabilitation for Seriously Mentally Ill and Homeless Veterans - Coordination with Other Agencies and Organizations.
38 U.S.C. 2044. Financial Assistance for Supportive Services for Very Low-Income Veteran Families in Permanent Housing.
38 U.S.C. 2061. Grant Program for Homeless Veterans with Special Needs.
38 U.S.C. 2065. Annual Report on Assistance to Homeless Veterans.
38 U.S.C. 5103A. Duty to Assist Claimants.
38 U.S.C. 7109. Veterans Benefits. Repealed. Pub. L. 115–55, § 2(u)(1), Aug. 23, 2017, 131 Stat. 1113.
38 U.S.C. 73. Veterans Health Administration: Organization and Functions.
42 U.S.C. 1437f (o) (19).
42 U.S.C. 362. The Public Health and Welfare.
38 C.F.R. 17.160-17.166. Authorization of Dental Examinations.
38 C.F.R. 3.159. Department of Veterans Affairs Assistance in Developing Claims.
38 C.F.R. 3.326. Examinations.
38 C.F.R. 3.655. Failure to Report for Department of Veterans Affairs Examination.
38 C.F.R. Part 4. Schedule for Rating Disabilities.
45 C.F.R. 164.512. Uses and Disclosures for Which an Authorization or Opportunity to Agree or Object Is Not Required.
VHA Directive 1046. Disability Examinations.
VHA Directive 1230. Outpatient Scheduling Processes and Procedures.
VHA Directive 1602. Medical Review Assistance to Board of Veterans' Appeals Cases.
VHA Directive 2008-071. Provision of Medical Statements and Completion of Forms by VA Health Care Providers.
VHA Directive 2011-018. Printing and Reproduction Management.
VHA Directive 2012-036. Identity Authentication for Health Care Services.
VHA Handbook 1601B.05. Beneficiary Travel.
VHA Handbook 1907.1. Health Information Management and Health Records.
Veterans Affairs General Counsel Opinions. VAOPGCPREC 4–91: Failure to Submit to Medical Examination--Insistence on the Presence of an Attorney and Use of a Recording Device
VHA Executive Decision Memo of March 7, 2011, "Activation of the Office of Disability and Medical Assessment"

Memorandum of Agreement Between Department of Veterans Affairs and Department of Defense, December 3, 2013, "Implementation of Separation Health Assessment for separating/retiring Service members (Authorities: 10 U.S.C. 1145, 10 U.S.C. 1074 and 31 U.S.C. 1535).

Spinal Cord Injuries and Disorders System of Care National Program Office

Overview

The Spinal Cord Injuries and Disorders (SCI/D/10NC9) National Program Office leads the SCI/D System of Care, including setting and implementing policy, providing consultation and support, and collaborating with other VHA program offices and stakeholders, to ensure Veterans with SCI/D across the nation receive healthcare that promotes their health, independence, quality of life, and productivity through their entire lives.

The SCI/D System of Care "hub and spokes" organization design provides accessible, high quality care throughout the country. The SCI/D System of Care provides resources and care to optimize physical and mental health, educational and vocational opportunities, community reintegration, and resumption of social roles. SCI/D interdisciplinary teams of experts from many disciplines (including medicine; nursing; occupational, physical and recreation therapies; psychology; social work, nutrition) work with Veterans with SCI/D to improve their lives and outcomes. Care focuses on self-management and healthy behaviors, which are important for Veterans with SCI/D to prevent co-morbid conditions, maintain function, and optimize health and well-being.

Functions and Activities

- Provides oversight and support to ensure that the SCI/D System of Care provides the continuum of life-long integrated and coordinated services that address the needs of Veterans with SCI/D.

- Offers consultation and resources to the SCI/D System of Care to support SCI/D-related education, training, and resources for Veterans, family members, primary and specialty care providers and clinical leaders, policy makers, and other stakeholders focusing on areas that will improve care for Veterans with SCI/D.

- Leads the development and modernization of the SCI/D Registry and Outcomes program in support of the SCI/D System of Care operational management. Maintains partnership with VHA Support Service Center (VSSC), the VHA VSSC SCI/D Registry/Cohort. Provides outcomes and informatics support to each SCI/D Center, including annual national benchmark and individual Center reports for inpatient rehabilitation outcomes and annual evaluation outcomes per fiscal year.

- Supports a collaborative partnership with the Department of Defense through a long-standing Memorandum of Agreement that enables VA to provide Active Duty Service Members specialized care at VA medical facilities.

Authorities

38 U.S.C. 1706. Management of Health Care: Other Requirements.
38 U.S.C. 1717. Home Health Services; Invalid Lifts and Other Devices.
VHA Directive 1176. Spinal Cord Injury and Disorders.
VHA Directive 2008-085. Spinal Cord Injury Center Staffing and Beds.

VHA Directive 2011-032. Availability of Medical and Surgical Supply Products for Veterans with Spinal Cord Injury/Disorder.
VHA Handbook 1176.01. Spinal Cord Injury and Disorders (SCI/D) System of Care.
VHA Handbook 1176.02. Spinal Cord Injury and Disorders (SCI/D) Extended Care Services.

Office of the Assistant Deputy Under Secretary for Access

Overview

The Office of the Assistant Deputy Under Secretary for Access (10NG) examines all parts of integrated delivery systems to identify opportunities to reduce variation, remove waste, and manage constraints. OVAC continually drives improvements in access to outpatient care via strong practices, innovation, policy, training, technology, data analysis and collaboration with the field that ultimately results in an optimized Veteran access experience. Oversight responsibilities include clinic practice management, scheduling, field support, access related emerging technologies and data linked to access.

Functions and Activities

- Scheduling- Simplifies scheduling processes, ensure properly trained schedulers, minimize scheduling errors, accurate auditing and adequately compensated staff.

- Clinic Practice Management- Supports group practice managers and associated teams to lead access improvements, to oversee clinic practice management dashboard and to implement strong practices including direct scheduling into varied specialty clinics without requiring a referral from primary care.

- Field support- Works with field and program offices to optimize access in Primary Care, Mental Health, and Medical and Surgical Specialty Care. Supports field via face to face and virtual visits focusing most on underperforming sites.

- Consult Management- Simplifies consult process, timely resolution of stat and routine consults across VA; collaborates with Office of Care in Community.

- Emerging technologies – Works with other program offices to optimize scheduling systems, telehealth, clinic kiosks and text appointment reminders to Veterans.

- Data- Identifies access metrics that are accurate and reliable, supports accuracy of www.accesstocare.va.gov website, responds to data inquiries from customers including Congress and media.

Office of VHA Patient-Centered Care and Cultural Transformation

Overview

The Office of Patient-Centered Care and Cultural Transformation (OPCC&CT/10NE) leads the transformation of health care from a primarily reactive, disease focused model, to one that is based on a partnership across time focused on whole health. Whole Health is an approach to healthcare that empowers and equips people to take charge of their health and well-being and to live their life to the fullest. This model prioritizes the Veteran and their values, and partners with them to create a personalized strategy to optimize health, healing, and well-being that is based on relationships built on trust and committed to positive results over the Veteran's lifetime.

Whole Health begins with the Veterans' vision of health and their goals. It links Veterans' personalized health plans to what matters to them in their lives, and it supports them in acquiring the skills and resources they need to succeed in making sustainable changes in their health and life. The ultimate results are better health outcomes, improved quality of care, greater patient and provider satisfaction, and greater cost effectiveness.

Functions and Activities

- OPCC&CT partners with VISNs, medical centers, and program offices to develop strategies and plans that implement Whole Health nationally.
- Leads national implementation of complementary and integrative health through the Integrative Health Coordinating Center (IHCC).
- Co-chairs the National Leadership Whole Health Experience Committee, which reports to the National Leadership Council (NLC) and takes a leadership role in advising the NLC and Under Secretary for Health on a wide range of issues related to the enhancement of Veterans' experience of care in VHA.
- Develops education and training for staff and Veterans as part of the VHA-integrated curriculum and strives to embed elements of Whole Health in all forms of education. Provides personalized health planning and health coaching training as integral components of the planned curriculum related to the practice of health care.
- Assists Veterans in identifying areas for skill development to successfully change behaviors and achieve personal health goals using a Health and Well-Being tool.
- Develops internal and community partnerships in support of Whole Health dissemination.
- Cultivates innovation, analyzes outcomes, and deploys best practices and innovations nationally.
- Partners with measurement and research program offices to effectively evaluate and disseminate outcomes.

Authorities

38 U.S.C. 73. Veterans Health Administration: Organization and Functions.

Office of Member Services

Overview

Member Services (10NF) is an operations and support office. The office manages front-end elements of interaction with VA's health care system, providing oversight, review and direct service for health care eligibility and enrollment, administration of health care benefits, and homeless support for Veterans and beneficiaries. Member Services has offices in Atlanta, GA; Canandaigua, NY; Fort Riley, KS; Hot Springs, SD; Topeka, KS; and Waco, TX.

Functions and Activities

- VHA Member Services provides oversight, review and direct service for VA health care eligibility and enrollment, administration of health care benefits, and homeless support for Veterans and

beneficiaries through the Health Eligibility Center (HEC), Health Resource Center (HRC), and Veterans Transportation Program (VTP).

- HEC is VHA's authoritative source for VA health care enrollment and eligibility activities, manages the Veteran Health Identification Card (VHIC) program, administers the VA Dental Insurance Program contracts, and verifies Veterans' self-reported household income information to establish eligibility for health care services, copayment status, and enrollment priority assignment.

- HRC addresses inquiries via phone, email, web chat, secure messaging, and correspondence requests regarding VA health care and benefits, billing and pharmacy-related inquiries, technical assistance, homelessness, and national disaster program support.

- VTP helps Veterans access care by overcoming certain transportation barriers that may discourage Veterans from accessing VHA services. VTP is the program office for the Veterans Transportation Service, Beneficiary Travel, and Highly Rural Transportation Grants.

Authorities:

HEALTH ELIGIBILITY CENTER
P.L. 104-262. Veterans' Health Care Eligibility Reform Act of 1996.
38 C.F.R. Part 17. Medical.
VA Directive 1606. Health Care Benefits for Combat Theater Veterans.
VHA Directive 1601A.02. Chapter 10 (Nov 2018).
VHA Directive 1601A.02. Eligibility Determination.
VHA Directive 1601A.03. Enrollment Determinations.
VHA Directive 1630. Catastrophically Disabled Veteran Evaluation, Enrollment, and Certain Copayment Exemptions.
VHA Directive 1700. Veterans Choice Program.
VHA Directive 1909. Income Verification Program.
VHA Directive 2012-001. Time Requirements for Processing VA Forms 10-10ez, Application for Health Benefits and 10-10ezr, Health Benefits Renewal Form

HEALTH RESOURCE CENTER
VHA Directive 1501, VHA Homeless Programs (pg. 8) and VHA Directive 1502, Homeless Veteran Contact and Referral Management (pgs. 4 and 5)

VETERANS TRANSPORTATION PROGRAM
38 U.S.C. 111. Payments or Allowances for Beneficiary Travel.
38 U.S.C 111A. Transportation of Individuals to and from Department Facilities.
38 C.F.R. Part 70. Veterans Transportation Programs, Subpart A—Beneficiary Travel and Special Mode Transportation Under 38 U.S.C. 111.
38 C.F.R. Part 70. Veterans Transportation Programs, Subpart B—Veterans Transportation Service Under 38 U.S.C. 111A.
38 U.S.C. 1710. Grants for Veterans Service Organizations for Transportation of Highly Rural Veterans.
38 C.F.R. Part 17, Medical, Subpart—Grants for Transportation of Veterans in Highly Rural Areas (§17.700 - §17.730).
VHA Handbook 1601B.05. Beneficiary Travel.

Office of Network Support and Veterans Integrated Service Networks

Overview

The Office of Network Support (10NS) serves as liaison between VHA Central Office and 18 VISNs, providing guidance and consultation to develop recommendations for VHA senior leadership on operational matters and sensitive issues impacting VHA facilities. Three teams of Health System Specialist teams liaise among the Facilities, VISNs, and VHA Central Office. A team of three management analysts track and run daily data reports used by the Deputy Secretary of the VA to monitor Veterans' access to care, the Choice Act, other Non-VA care, and care quality.

Functions and Activities

- Provides 24-hour critical reporting to VA Senior Leaders.
- Manages the VHA issue brief tracker.
- Compiles data for the congressionally mandated report for sexual assault prevention.

Authorities

38 U.S.C. 73. Veterans Health Administration: Organization and Functions.

Office of the Deputy Under Secretary for Health for Policy and Services

Overview

The Office of the Deputy Under Secretary for Health for Policy and Services (DUSHPS/10P) is dedicated to ensuring excellence in the full continuum of health care policy and public health-related services. It provides oversight of DUSHPS programs and aligns them with the strategic objectives and agency priority goals articulated by the Department, as well as VHA strategic goals.

Functions and Activities

- Advises the USH, PDUSH and other principal officials on all matters pertaining to health policy and programs and develops and presents policies, plans and programs for appropriate decision making.
- Catalyzes innovation and promotes diffusion of best practices and technologies throughout VHA by using innovative approaches and technologies and collaborating with partners within and outside VHA.
- Ensures effective coordination of policies and programs within VHA and communicates and advocates VA policies, plans and programs to external audiences on all matters pertaining to the VA health care system. Also serves on internal and external committees and represents VHA interests.
- Oversees office strategic planning processes, identification of best practices and evaluation mechanisms, including outcomes measures.
- Collaborates with all other DUSH level organizations within VHA to serve as a bridge for safe and effective delivery of health care services.

- Guides and oversees the responsible ADUSHs and Chief Officers in developing, implementing, executing and supervising, where appropriate, the execution of VA policy, plans, programs, budgets and activities.

- Oversees the execution of Policy and Services acquisitions, financial management, travel, human resources management and space and information management strategic plans and the productivity and management of Policy and Services programs.

- Promotes partnerships between VHA program offices, field offices and non-VA organizations by providing best practices, tools and training on how to develop and sustain effective partnerships.

- Serves as a national resource and point of contact within VHA, the Department and outside organizations seeking guidance on how to create or manage effective collaborations. Develops VHA guidance and tools pertaining to responsible and productive partnerships.

Authorities

38 U.S.C. 73. Veterans Health Administration: Organization and Functions.

Office of the Assistant Deputy Under Secretary for Health for Policy and Planning

Overview

The VHA Office of Policy and Planning (OPP/10P1) advances Veteran health care through mission-critical planning, forecasting, information and policy analysis.

Office of Policy Analysis and Forecasting

Overview

Policy Analysis and Forecasting (10P1A) facilitates the delivery of high-quality health care by providing analytics to support policy decisions and advance system effectiveness.

Functions and Activities

- Participates in the development of health care policy in support of VHA strategic goals.

- Advances development/utilization of the VA Enrollee Health Care Projection Model (EHCPM) to forecast Veteran enrollment, demand and resource requirements for VA health care services, and to support the VA medical care budget process, and strategic and capital planning activities.

- Provides leading edge, geospatial analysis and tools that are used across VA to optimize health care access; enables decision-makers to “visualize choice.”

- Conducts special studies and analyses that support VHA strategic planning, direction, and collaboration.

- Coordinates the acquisition and distribution of Medicare and Medicaid data throughout VHA and conducts analyses of dual eligible beneficiaries using VHA and Centers for Medicaid Services (CMS) data.

Office of Strategic Planning and Analysis

Overview

Strategic Planning and Analysis (10P1B) advances access to high-quality health care services for Veterans and their families through effective and integrated system wide strategic thinking and planning.

Functions and Activities

- Conducts complex quantitative and/or qualitative analysis to assess planning, policy and health care trends.
- Analyzes and synthesizes information in support of national policies, decision making and organizational improvement.
- Administers the annual national VA Survey of Veteran Enrollees' Health and Use of Health Care, which gathers essential information on drivers of Veteran utilization of health services in support of the annual VHA projections of enrollment, utilization and expenditures.
- Leads, supports, and coordinates VHA strategic planning initiatives.
- Coordinates VHA alignment to VA strategic plan and reporting requirements.
- Collaborates within and outside of VA, including with other Federal agencies, to improve analysis, planning and cooperation for high quality, effective, integrated delivery of benefits and services for Veterans, Service members, retirees, and their families.

Office of Rural Health

Overview

Rural Health (10P1R) works to increase access to quality health care services for Veterans residing in rural and highly rural areas of the country.

Functions and Activities

- Meets the objectives of P.L. 109-461 and P.L. 112-154 to expand and enhance the delivery of health care to rural Veterans and ensures integration with overall planning efforts.
- Conducts studies and analyses on rural Veteran health care needs and health outcome disparities and promulgates best practices in rural health care delivery.
- Works to improve the health care infrastructure where rural Veterans reside.
- Works to improve the health and well-being of rural Veterans.
- Works to inform health care policy that impacts rural Veterans and rural health care delivery.
- Obligates and oversees Office of Rural Health funding used to support VA rural health initiatives.

Authorities

P.L. 109-461 § 212 (7307-7308). Veterans Benefits, Health Care, and Information Technology Act of 2006.

P.L. 112-154. Honoring America's Veterans and Caring for Camp Lejeune Families Act of 2012.
38 U.S.C. 73. Veterans Health Administration: Organization and Functions.

Office of the Assistant Deputy Under Secretary for Health for Patient Care Services

Overview

Patient Care Services (PCS/10P4) provides leadership for policy and program development to enable VA to provide the best possible healthcare for our Nations' Veterans. PCS is dedicated to ensuring the full continuum of health care, which comprises health promotion, disease prevention, diagnostics, therapeutic and rehabilitative care, recovery and palliative care. Utilizing innovative approaches and technologies through interdisciplinary collaboration both within and outside of VHA, PCS policy and program development supports dignity and respectful care for Veterans. Recently, the Office of Public Health realigned with PCS expanding the mission to include post-deployment health, population health, employee health and wellness, as well as a few clinical public health programs.

Functions and Activities

- PCS provides leadership and policy to enable VA to provide the best possible health care for our Nations' Veterans.

- Provides leadership and advisory services, which are oriented toward providing general management solutions to achieve optimum overall program balance in relation to the VA and VHA mission.

- Provides guidance to VISNs and promulgates incorporation of health care guidelines, policies and strategies, reviews program adequacy, effectiveness, and quality.

Deputy Chief Patient Care Services Office

Overview

The Deputy Chief Patient Care Services Office (DCPCS0/10P4A) supports PCS by providing the leadership and infrastructure to support strategic planning activities and operationalizing performance goals and metrics that support the MyVA transformation and align with the VA/VHA Strategic Plan, Under Secretary for Health top five priorities and the Blueprint for Excellence. The DCPCSO provides and supports clinical subject matter expertise on a range of healthcare issues that influence policy development and care delivery. The DCPCSO oversees functions are policy, advisory, and clinical support services in nature.

Functions and Activities

- Advises on developing a comprehensive PCS strategic vision including organizational objectives and execution approaches, alignment, functional assignments, strategic development of patient care, performance measurement, leadership development succession planning.

- Supports development of clinical guidelines, protocols or "best practices" to be used in the delivery of clinical care services and participates in Department-wide activities involving VA Quadrennial Strategic Planning Process, Gap Analysis, and Environmental Scan and Execution Team.

- Provides monitoring and oversight on status of PCS Policies (handbooks, directives, manuals), identifies policies that need to be rescinded or recertified, and works with 10B4 to expedite necessary policy actions.

- Identifies conflicts that exist with current policy, prioritizes policies for resolution, and develops action plan to resolve current conflicts.

- Responds to Departmental, administration, congressional, OIG, GAO, VSO, and media inquiries.

Associate Chief Patient Care Services Office

Overview

The Associate Chief Patient Care Services Office (ACPCSO/10P4B) leads an effective administrative activity to support PCS leadership by providing oversight and daily operational management, monitoring, and coordinating and tracking executive correspondence and taskers, communications, human resources, IT, training, and financial management. The ACPCSO oversees and coordinates activities related to data use agreements for all PCS offices and manages and monitors all critical PCS program office functions.

Functions and Activities

- Assists PCS with oversight and coordination of decentralized staff and other field operations, including development of annual business plans and liaison with management at host VA medical centers.

- Provides oversight of budget development and execution for over $5.4 billion in Specific Purpose accounts.

- Responds to Departmental, administration, congressional, OIG, GAO, VSO, and media inquiries and provides leadership in executive correspondence development and tracking, Privacy Act, Clinical Restructuring, Data Use Agreements, congressional reports, correspondence and written policy documents.

- Oversees communications to promote and advocate for excellence in healthcare for Veterans with Grand Rounds, Annual Reports, Newsletters, Town Hall meetings, Web and SharePoint sites, Idea House blog, VA Pulse, and increasing use of social media sites.

- Coordinates and oversees the successful development of legislative initiatives, regulations, and policies to accomplish the goals of PCS.

- Provides oversight in human capital management including All Employee Survey, PCS Annual Award Program, position management performance management, incentives, workforce development and succession planning to ensure optimal use of resources and highest quality and level of morale of workforce.

Office of Care Management and Social Work Services

Overview

Care Management and Social Work Services (CM&SWS/10P4C) supports and advances the mission of VHA by providing comprehensive and specialized psychosocial support services to Service members,

Veterans, their families, and caregivers. These services include transition assistance, assessment, crisis intervention, high-risk screening, discharge planning, case management, advocacy, education, supportive counseling, psychotherapy, resource referrals, and resource acquisition. Care Management and Social Work Services are delivered by field-based staff located in every VA Medical Center. 10P4C develops policy and oversight of the six national programs that are organizationally aligned to the service. In addition, one of the fundamental roles of 10P4C is providing support to field-based staff in the delivery of care.

Functions and Activities

- Provides caregiver support services nationwide to ensure Veterans and their family caregivers have access to services and programming to support them in their role as family caregivers. Also provides support services directly to family caregivers ensuring that Veterans who can no longer care for themselves can remain in their homes with adequate support.

- Assists families of Veterans, Active Duty Service members, and their families through the Family Hospitality Program. Resources include the VA Fisher House Program, which provides temporary accommodations for the families and Caregivers of Veterans and Service members who are receiving medical care at VA medical facilities nationwide.

- Provides temporary lodging for Veterans receiving outpatient VA medical care or Compensation and Pension examinations. Veterans may be accompanied by family members or Caregivers to provide additional support during treatment.

- Provides direct transition assistance at military treatment facilities to post 9/11 era Service members and Veterans, including those who served in support of Operation Enduring Freedom/Operation Iraqi Freedom/Operation New Dawn (OEF/OIF/OND) as they transition from DoD to VA.

- Provides comprehensive and specialized psychosocial support and transition assistance to Veterans during reintegration into their home communities and throughout the continuum of their VA care.

- Serves as Lead Coordinator by providing case management for ill and injured Service members and Veterans returning from service who have a need for complex care coordination.

- Provides policy guidance and has the lead on developing and implementing the Intimate Partner (IPV) Assistance Program for VA health care.

- Provides policy development and guidance on the provision of social work services at VA health care facilities, leadership development, and oversight for the professional practice of social work.

- Maximizes health and well-being using psychosocial interventions for Veterans, families, and caregivers.

Office of Primary Care Services

Overview

Primary Care Services (10P4F) oversees program and policy development for primary care in VHA. VHA Primary Care honors America's Veterans by providing quality and accessible primary care to all Veterans.

It promotes patient-centered care that focuses on an integrated, comprehensive approach to health care. Primary Care Services plays a significant role in the implementation of Patient Aligned Care Teams (PACTs) nationwide, which promote team based, patient-centered care that focuses on a personalized, integrated, comprehensive and coordinated approach to health care. Other national programs and services provided under Primary Care Services include: Primary Care-Mental Health Integration (PCMHI) and Post-Deployment Integrated Care (PDIC).

Functions and Activities

- Advises the Under Secretary for Health, Deputy Under Secretary for Health for Policy and Services, Assistant Deputy Under Secretary for Health for Patient Care Services, VHA Program Offices, other governmental agencies, and field on issues related to Primary Care.

- Identifies strong PACT clinical practices worthy of further evaluation or development and communicates this information to VISN and facility leaders. Participates in the development and implementation of internal certification processes that identify and recognize high performing PACTs. Identifies and promotes education regarding relevant PACT topics to primary care staff.

- Promotes the alignment of PACT processes and function with space design principles and standards to promote high performing teams, in collaboration with the Assistant Deputy Under Secretary for Health for Administrative Operations (10NA). Oversees the development of enhancements to the Primary Care Almanac, a web-based population management tool for PACT that provides performance improvement capabilities to PACT staff.

- Identifies and promotes alternate access to care, including group visits, telephone visits, disease management clinics using clinical pharmacy specialists, secure messaging via e-mail, and the provision of care remotely via Telehealth.

- Works with Specialty Care to implement the chronic care model for healthcare emphasizing a comprehensive and coordinated approach to care. Partners with Specialty Care and other program offices to promote safe and effective patient care including chronic pain management and opioid use including the Joint DoD/VA Pain Education Project, the Opioid Safety Initiative.

- Participates in the identification of metrics suitable for national display (on a dashboard called the “Compass”) that identify national benchmarks to encourage performance improvement and enhance standardization of care nationally.

- Promotes the use of applied research, such as that performed by the PACT Demonstration Labs, Quality Enhancement Research Initiative, or VA Health Services Research and Development to inform the effectiveness of the PACT model. Facilitates pilots and other programmatic efforts to incorporate research results into the health care delivery system such as the PACT Intensive Management.

Other national programs and services provided under Primary Care Services include:

- Primary Care-Mental Health Integration (PCMHI) which promotes full incorporation of mental health staff into the PACT to allow provision of depression, anxiety, PTSD, and substance abuse services without the need of a separate Mental Health Consult to a new health provider located outside of the PACT clinic area.

- Post-Deployment Integrated Care (PDIC) features the development of specialized PACTs with expertise and training in syndromes common to returning combat Veterans, such as depression, substance abuse, PTSD, chronic pain, sleep disorders, and anxiety. These teams are typically well staffed with social workers, mental health and behavioral specialists allowing comprehensive care within the PACT itself.

Office of Physician Assistant Services

Overview

Physician Assistant Services office (PA/10P4J) oversees the physician assistant program and policy development in VHA. PA Services ensures that the utilization of PAs in VHA is optimized to provide quality and accessible care to Veterans. PAs provide medical care to Veterans across the spectrum of medicine and surgery. The occupation's flexibility in transitioning to different medical specialties is of significant strategic value when addressing shortages or changes in health care provider workforce needs.

Functions and Activities

- Advises the Under Secretary for Health, Deputy Under Secretary for Health for Policy and Services, Assistant Deputy Under Secretary for Health for Patient Care Services, VHA Program Offices, other governmental agencies, and field on issues related physician assistants.

- Conducts periodic review of VA qualification standards and clinical practice policy development for physician assistants and assists field facilities in policy implementation.

- Assists in workforce planning and the development and periodic review of a VHA Physician Assistant recruitment and retention plan.

- Identifies VHA PA workforce educational needs and collaborates with VHA Employee Education Service (EES) to develop educational plans to meet needs.

National Center for Health Promotion and Disease Prevention

Overview

National Center for Health Promotion and Disease Prevention (NCP/10P4N), a field-based office in Durham, North Carolina, promotes personalized, proactive, Veteran-driven care by advocating for health promotion, disease prevention and patient health education, and advising VA leadership on evidence-based health promotion and disease prevention policy.

Functions and Activities

- Provides programs, education, resources, coordination, guidance, and oversight for field staff to prevent illness and enhance health, well-being, and quality of life for Veterans.

- Trains and supports field-based prevention staff, including facility-level Health Promotion and Disease Prevention Program Managers, Health Behavior Coordinators, Veterans Health Education Coordinators, MOVE! Program Coordinators, and VISN-level health promotion and disease prevention leaders.

- Provides facility support for preventive care by training and coaching clinical staff in patient-centered communication, health coaching, and motivational interviewing, and assists clinical staff

in the integration of health education, health promotion, and disease prevention resources and services into care.

- Coordinates the development, approval, and dissemination of VHA Clinical Preventive Services Guidance Statements, which inform clinical staff about recommendations regarding clinical preventive services.

- Partners with colleagues within and outside of VA to identify and disseminate personalized health education, health promotion, disease prevention resources, and tools for Veterans and VA staff, including the Veterans Health Library and the health risk assessment called the "Healtheliving Assessment."

- NCP is responsible for MOVE!, VHA's weight management program. MOVE! is a comprehensive, evidence-based, population-approach to multidisciplinary weight management and is available to Veterans via in-person visits, telephone lifestyle counseling, home telehealth, clinical video teleconferencing, and the recently-released MOVE! Coach mobile app.

- Produces a variety of communication products, including quarterly newsletters, annual highlights reports, staff and patient education materials, training videos, websites, and other products.

- Conducts clinical demonstration projects for new clinical programs related to health promotion and disease prevention.

Office of Pharmacy Benefits Management Services

Overview

Pharmacy Benefits Management (PBM/10P4P) Services is in Washington, DC, and has several programs decentralized throughout the country to provide organizational and clinical leadership to VHA Pharmacies, as well as support to other healthcare providers to facilitate the highest quality care to Veterans by ensuring safe, effective, and medically necessary management of medications. This is accomplished by creating a practice environment that fosters education, professional development, progressive practice initiatives, and innovative technologies to ensure consistent, accurate and reliable medication distribution and information systems.

Functions and Activities

- Operates the VA Consolidated Mail Outpatient Pharmacy (CMOP) with facilities located in: Leavenworth, Kansas; Tucson, Arizona; Chelmsford, Massachusetts; Dallas, Texas; Murfreesboro, Tennessee; Hines, Illinois and Charleston, South Carolina. The CMOP processed 121 million outpatient prescriptions in fiscal year 2018, approximately 80 percent of all outpatient prescriptions dispensed by VHA. In addition, CMOP fills prescriptions for 75 Indian Health Service sites, and the CHAMPVA program.

- Develops annual list of initiatives that target cost avoidance while maintaining high-quality pharmaceutical care, through the PBM National Pharmacy Efficiency Program. The voluntary initiatives were utilized by the VISNs and medical facilities in their pharmacy cost avoidance plans.

- Responsible, through the PBM's Formulary Management, for coordinating the VA National Formulary management process, with the Medical Advisory Panel and VISN Pharmacist Executive Committee.

- VAMedSAFE tracks and evaluates high-risk and high-volume agents and including New Molecular Entities with potential risk in the Veteran population. This program maintains VA's national drug safety program with an emphasis on integrated database utilization, communication, and education.

- Manages the configuration, maintenance, and activation of caches to be used in response to natural disasters, catastrophes, terrorist attacks, or weapons of mass destruction events through Emergency Pharmacy Service (PBM EPS). PBM EPS manages readiness of mobile pharmacy assets to be deployed for the immediate prescription services for Veterans displaced or affected by a catastrophic event.

- Pharmacy Re-engineering (PRE) and Clinical Informatics, in partnership with the Office of Information Technology (OIT) PBM, deployed its clinical decision support system for Drug Interactions, Medication Order Check Healthcare Application (MOCHA).

- Operates and oversees the PBM VA National Drug File (VA NDF), the Nation's largest government developed open-source system for drug terminology; this content is used for medication ordering and management at VA and other healthcare systems and provides that information to the National Library of Medicine. The system is currently being replaced with the Pharmacy Product System that will improve operational efficiency, medication ordering and dispensing, and patient safety.

- Established the Academic Detailing Program in VISN 21/22 for Mental Health Initiatives, a joint initiative between PBM and Mental Health Service, to guide evidence-based prescribing in mental health. Multiple initiatives are improving care to patients with mental health conditions.

- Meds by Mail (MbM) program coordinates the CHAMPVA Medications by Mail Program. MbM, with locations in in Cheyenne, Wyoming and Dublin, Georgia, coordinates the Virtual Pharmacy Services (VPS) Program to remotely process outpatient prescriptions for VA pharmacies.

- The Pharmacy Residency Program Office (PRPO) oversees the nationwide strategic planning of pharmacy residency programs. T support VHA strategic initiatives, PRPO has expanded the Mental Health Pharmacy Residency programs and with the highest percentage of Board-Certified Psychiatric Pharmacists in the country is now the largest trainer of Mental Health Pharmacy residents. Currently, the PRPO has over 575 residents, which includes specialty training in Geriatrics, Mental Health, Oncology, Pharmacy Administration, Infectious Disease, Internal Medicine, and Ambulatory Care.

- Provides technical guidance to VA medical facilities (VAMCs) on pharmaceutical compounding, and pharmaceutical waste and hazardous drug management through the Pharmaceutical Compounding and Management Standards Program Office.

- Collaborates with VHA program offices, Indian Health Services, and DoD's Medication Use Crisis Virtual Conference Series through the VA Medication Reconciliation Initiative. Joint Initiatives

including the Medication Information Management Education Module and the National Alliance for Patient Medication Information Standardization.

- The Pharmacy Recruitment and Retention Office (PRRO) provides guidance and support to VA medical facilities facing pharmacy recruitment and retention challenges. The Clinical Pharmacy Practice Office seeks to streamline VHA's clinical pharmacy program while developing standardized pharmacy practice models, educational initiatives, and projects that assess the impact of clinical pharmacy interventions and penetration.

- Provides organizational management of Opioid Safety Initiative Dashboard that contains key metrics which are routinely monitored, trended and reviewed by senior leaders.

Post Deployment Health Service

Overview

Post Deployment Health Service (PDHS/10P4Q) encompasses three distinct programs - Environmental Epidemiology, Environmental Health - Post-911 and Environmental Health - Pre-911. The Post-911 and Pre-911 programs govern registry programs related to environmental and occupational exposures of U.S. Veterans during military service, including Operation Enduring Freedom/Operation Iraqi Freedom (OEF/OIF), Gulf War, Vietnam, World War II (WWII) and Atomic Veterans activities. The Epidemiology Program conducts surveillance and studies on Veterans' health and health care. Findings from these research studies help health professionals and policymakers, including VA and Congress, improve health care practices and policies for Veterans. SMEs in all three programs work together to help develop policy recommendations for the Secretary based on scientific reviews of health outcomes and military-related exposures. In addition, PDHS coordinates the work of the War Related Illness and Injury Study Center (WRIISC). This center, which has three locations, provides specialty clinical care to Veterans with deployment-related symptoms, conditions, illnesses, and injuries, including those that are difficult to diagnose or explain.

Functions and Activities

- Performs surveillance and epidemiological studies of the health of Veteran populations to determine adverse health outcomes associated with deployment and military service in general.

- Reviews scientific and medical literature to recommend healthcare policies related to the health outcomes of military exposures to the Secretary of Veterans Affairs.

- Coordinates with DoD through the Deployment Health Working Group on all potential environmental and occupational hazards affecting Veterans' health to facilitate data sharing and coordinate policy development.

- Develops, maintains, updates, and evaluates VA health registries, including the Persian Gulf War, Agent Orange, Ionizing Radiation, and Airborne Hazards and Open Burn Pit registries.

- WRIISC is charged with developing research related to causation, diagnosis, and treatment for such Veterans; evaluation of Veterans with hard-to-diagnose illnesses; education for Veterans and health care providers, both VA and non-VA, who work with these Veterans; and health risk communication to Veterans and their families on deployment related illnesses and injuries.

Rehabilitation and Prosthetic Services

Overview

Rehabilitation and Prosthetic Services (10P4R) oversees program and policy development for rehabilitation services for VHA, coordinating the provision of the full continuum of medical rehabilitative and prosthetic services to promote the health, independence, and quality of life for Veterans with disabilities. This office aligns clinical expertise, clinical and practice guidance, and specialized procurement resources to provide comprehensive rehabilitation, prosthetic and orthotic services across the VHA health care system in the most economical and timely manner.

Functions and Activities

- Advises the Under Secretary for Health, Deputy Under Secretary for Health for Policy and Services, Assistant Deputy Under Secretary for Health for Patient Care Services, VHA Program Offices, the field, and other governmental agencies on issues related to Rehabilitation and Prosthetic Services.

- Administers program and policy development for national programs and services provided under Rehabilitation and Prosthetic Services.

- Provides comprehensive Audiology and Speech Language Pathology care services to Veterans with hearing loss, tinnitus, and balance in more than 400 sites of care by more than 1100 audiologists. Auditory system disabilities (including hearing loss and tinnitus) are among the most common service related disabilities in every period of service since WWII.

- Provides guidance, advice, and oversight on all matters related to blind and vision rehabilitation programs for Veterans and Service members with visual impairment (low vision, legally blind, and blind), to restore independence and assist them in adjustment and re-integration into home and community life.

- Provides evidence-based Chiropractic clinical services as part of the standard Medical Benefits Package available to all enrolled Veterans which support Pain Management, Rehabilitation, and other medical services, and managed consistent with both VA and external guidelines in delivering appropriate treatment options.

- Leads the National Veterans Special Programs and Special Events to promote adaptive sport, creative art therapy, and recreation programs through local, regional and national events, to help Veterans redefine their capabilities, establish rehabilitative goals, and achieve their full potential in a therapeutic environment through their training for, and participation, in these events.

- Provides guidance, advice, and oversight on all matters related to Orthotic and Prosthetic Clinical Services are delivered at more than 80 locations (or “labs”) across the country to design, fabricate, repair, and adjust the Veteran’s orthotic and prosthetic devices. All O&P laboratories maintain full accreditation by the American Board for Certification in Orthotics, Prosthetics and Pedorthics.

- Provides medical and rehabilitative preventative strategies, and acute and chronic management of disorders that alter functional status. This treating specialty delivered by physicians and other

core disciplines (physical therapy, occupational therapy, kinesiotherapy) emphasizes restoration and optimization of function through physical modalities, therapeutic exercise and interventions, adaptive equipment, modification of the environment, education, and assistive devices.

- Comprehensive provider of prosthetic devices and sensory aids, leading the world, and includes any devices that support or replace a body part or function. VA provides all clinically appropriate and commercially available, state-of-the-art prosthetic equipment, sensory aids and devices to Veterans that cross the full range of patient care. Such items include: artificial limbs and bracing, wheeled mobility and seating systems, sensory-neural aids (e.g., hearing aids, eyeglasses), cognitive prosthetic devices, items specific to women's health, surgical implants and devices surgically placed in the Veteran (e.g., hips and pacemakers), home respiratory care, recreational and sports equipment.

- Provides therapeutic services through incorporating recreational, creative arts, and leisure activities that promote health and wellness, and reduce or eliminate the activity limitations and restrictions caused by an illness or disabling condition. These services are directed to such goals as sensory integration, ambulation, diminishing emotional stress, muscular dysfunction reorientation, and providing a sense of achievement and progress that enhances independence.

- Leads the integrated nationwide Polytrauma System of Care (PSC) and Traumatic Brain Injury (TBI) Program in a network of over 110 facilities with specialized rehabilitation programs for Veterans and Service Members with TBI and Polytrauma. Provides guidance, advice, and oversight on all matters related to Rehabilitation services within the PSC and ensures coordination across four tiers of care based on the needs of the Veteran.

- Provides patient-centered, lifelong, holistic care and care coordination for the Amputation System of Care to Veterans and Service Members with an amputation through an integrated, tiered system of care, including regional Amputation Centers, Amputation Network Sites, and over 100 fully integrated amputation specialty clinic teams across VHA.

- Ensures early intervention for Veterans or Service Members whose vision loss results from progressive diseases such as age-related macular degeneration, diabetic retinopathy, and glaucoma, as well as those whose vision loss results from the wounds and trauma of war through the Blind Rehabilitation Care Continuum of care. This continuum of care closely aligns Blind Rehabilitation Services, VA Optometry, and VA Ophthalmology to deliver the care coordination and services that are most appropriate for the patient's needs, including Visual Impairment Service Team Coordinators, Blind Rehabilitation Outpatient Specialists, Inpatient Blind Rehabilitation Visual Impairment Services, and Low Vision Clinics.

- Provides a comprehensive Driver Rehabilitation Program for Veterans with a wide range of physical and mental disabilities, which includes evaluation, driver simulation, behind the wheel training, equipment recommendation, assessment and inspection, and assistance with the various state motor vehicle licensing requirements.

- Provides the necessary adaptive equipment and training to disabled Veterans or Service Members to enable operation of a motor vehicle safely, and permit access to and from the vehicle through the Automobile Adaptive Equipment Program.

- Manages the Home Improvement and Structural Alterations Program that offers grants that provide medically necessary improvements and structural alterations to a Veteran/Service member's primary residence for purposes of allowing entrance to or exit from their primary residence, use of essential lavatory and sanitary facilities, accessibility to kitchen or bathroom sinks or counters, and improving plumbing or electrical systems made necessary due to installation of medical equipment in the home.

- Provides an annual clothing allowance to Veterans who have a service connected disability or condition that requires them to wear or use a prosthetic or orthopedic device that wears or tears clothing, or a service connected skin condition requiring prescription skin medication that causes irreparable damage to the Veteran's outer garments.

Office of the Integrative Health Coordinator

Overview

Integrative Health Coordinator (10P4U) serves as a subject matter expert on issues involving the use of Complementary and Integrative Health modalities to improve the health and well-being of Veterans.

Functions and Activities:

- Works as part of the Integrative Health Coordinating Center (a collaboration with the Office of Patient Centered Care and Cultural Transformation) to identify Complementary and Integrative Health practices that should be considered for incorporation into VHA, and to facilitate their implementation within VHA.

- Assists in the promotion of research into areas of Complementary and Integrative Health that may be of benefit to Veterans.

Office of Population Health

Overview

Population Health (10P4V) provides leadership in applying a public health approach to identifying, measuring, and assessing Veteran populations with a focus on non-health care determinants of health, variation in measures, and tools to support population management.

Functions and Activities

- Provides leadership and guidance on identification and measurement of the health status of Veterans, including those who choose not to receive health care from VHA.

- Leads the use of social and non-health care data to understand the overall health of the Veteran population.

- Leads the development of broad-based reports on specific populations to improve care for Veterans.

- Provides quantitative and qualitative analysis to other national program offices pertaining to health outcomes of defined Veteran populations to improve care for Veterans.

- Engages with internal partners to analyze and plan interventions for Veteran populations.

- Leads the development and use of the local and national Clinical Case Registry program for population health management.

Office of Women's Health Services

Overview

Women's Health Services (WHS/10P4W) oversees program and policy development for women's health in VHA and provides strategic support to implement positive changes in the provision of care for all women Veterans. WHS works to ensure that timely, equitable, high quality, comprehensive health care services are provided in a sensitive and safe environment at VA facilities nationwide. WHS programs include comprehensive primary care, women's health education, reproductive health, communication, and partnerships.

Functions and Activities

- Transforms health care delivery for women Veterans using a personalized, proactive, patient-centered model of care.
- Develops, implements, and influences VA health policy as it relates to women Veterans.
- Ensures a proficient and agile clinical workforce through training and education.
- Develops, seamlessly integrates, and enhances VA reproductive health care.
- Drives the focus and sets the agenda to increase understanding of the effects of military service on women Veterans' lives.

Lesbian, Gay, Bisexual and Transgender Program

Overview

The Lesbian, Gay, Bisexual and Transgender Program (LGBT/10P4Y) oversees program and policy development to ensure high-quality patient-centered care for LGBT Veterans in VHA. VA is committed to creating a welcoming environment for all Veterans, including special populations such as LGBT Veterans. LGBT Veterans face increased health risks and unique challenges in accessing quality healthcare. The LGBT Program provides policy recommendations, provider-education programs, and clinical services to support personalized, pro-active, patient-driven healthcare for LGBT Veterans. In addition, the LGBT Programs works to ensure that quality care for LGBT Veterans is provided in a sensitive, safe environment at VA health facilities nationwide.

Functions and Activities

- Advises the Under Secretary for Health, VHA Program Offices, other governmental agencies, and field on issues related to LGBT Veterans and LGBT Veteran healthcare. Partners with the Office of Academic Affiliations and Mental Health Services to provide oversight for Postdoctoral Psychology Fellowship Training Positions with an emphasis on Inter-professional Lesbian, Gay, Bisexual, and Transgender (LGBT) Health Care for Veterans at nine VHA facilities.
- Oversees development and dissemination of VHA policies to ensure quality care for LGBT Veterans. Reviews VHA policies to ensure inclusive language relevant for LGBT Veteran care, including non-discrimination policies, hospital visitation, caregiver education and the definition of

family at VHA. Coordinates with other offices to ensure clear, consistent policies are centered on LGBT Veterans' needs.

- Develops and disseminates ongoing educational programs for VHA staff about best practices in LGBT healthcare. In addition, VA will soon collect self-identified gender identity for all Veterans. The LGBT program leads a workgroup to develop training and resource materials to assist VHA, VBA, and NCA employees with this change.

- Works to increase clinical capacity and improve cultural competency in transgender health through two nationwide clinical consultation programs (SCAN ECHO, E-consultation). Any VHA provider anywhere in the system can attain VHA expert consultation on transgender healthcare through the inter-facility transgender E-consultation program; SCAN ECHO trains interdisciplinary clinical teams in VHA facilities via teleconferencing.

- Develops and disseminates products to help VHA facilities create a more welcoming environment for LGBT Veterans. Develops and maintains online SharePoint sites for LGBT Veteran healthcare. Partnered with the Office of Health Equity to develop and disseminate an external fact sheet to share information about the services and policies available for LGBT Veterans.

Offices of Occupational Health Services

Overview

Occupational Health Services (10P4Z) provides policy and services to promote a healthy and safe work environment, reduce absenteeism from chronic disease and work-related injury, prevent violence and support meaningful work in VHA.

Functions and Activities

- Develops, maintains, and analyzes databases for absenteeism, employee accident and injury tracking, medical surveillance, occupational safety, and occupational/employee health outcomes.

- Provides support and policy for the Employee Occupational Health (EOH) clinicians and clinics related to infectious disease outbreaks, employee influenza program and medical exams for employees.

- The Employee Health and Well-Being (EHWB) provides staff with the educational and training opportunities and resources needed to reduce the incidence of preventable illness, injury, and impairment. The program supports healthier lifestyles for employees, provides regulatory oversight for the VA Drug-Free Workplace program and prevention of provider impairment.

- Supports policy, training, technical expertise and evaluation of technology for enabling patient mobility and reducing injury to staff through the Safe Patient Handling and Mobility (SPHM).

- Through the Workplace Violence Prevention Program (WVPP) manages the Prevention and Management of Disruptive Behavior (PMDB) training program, the Sexual Assault Prevention policy and workgroup, the Patient Record Flagging (PRF) and Disruptive Behavior Committee (DBC) policies.

- Develops policy and procedural guidance, communications, and training to VHA facilities on the operations of Federal workers' compensation programs through the Workers Compensation Program (WCP). WCP is delegated authority by the DUSHOM to provide program oversight,

Authorities
38 U.S.C. 73. Veterans Health Administration: Organization and Functions.

Office of VA/DoD Health Affairs

Overview
The Veterans Health Administration's (VHA) Office of VA/DoD Health Affairs (OHA/10P5) serves as VHA's lead in coordinating and facilitating collaboration activities with the Department of Defense (DoD) Military Health Systems (MHS).

OHA coordinates and provides policy guidance for programs as they relate to activities of the congressionally mandated VA/DoD Health Executive Committee (HEC) on behalf of the Under Secretary for Health (USH) who serves as the VA HEC co-chair. OHA provides national-level policy guidance and oversight for sharing of medical resources between VA and DoD, and manages the VA/DoD Joint Incentive Fund (JIF), which increases access to health care, improves quality and continuity of care, and drives cost savings for VA and DoD. OHA provides enterprise-level guidance on DoD TRICARE with embedded VA staff at the TRICARE Health Plan Office to manage VA/DoD relationships, promote VA/DoD sharing, and serve as the primary VA point of contact for TRICARE issues.

OHA provides leadership and oversight to the Federal Recovery Consultant Office (FRCO) formerly known as the Federal Recovery Coordination Program (FRCP) which provides enterprise-level longitudinal consultation services and assistance to VA and DoD Lead Coordinators (LCs), Care Management Teams (CMTs), and select Servicemembers, Veterans (SM/V), and their families. OHA manages the Army War College Fellowship program for VHA by providing a unique experience via exposure and access to a broad range of interagency health care programs that encourage strategic and critical thinking. OHA accomplishes its mission through the functions and activities of its three subordinate offices:

VA/DoD Coordination Office

Overview
The VA/DoD Coordination Office has two primary areas of focus: VA/DoD Health Executive Committee (HEC) coordination and to serve as VHA's military liaison.

Functions and Activities
- Coordinates VA/DoD Health Executive Committee (HEC) activities and supports the flow of information to the VA/DoD Joint Executive Committee (JEC).

- Coordinates HEC efforts with the seven Business Lines (BLs), 25+ Work Groups (WGs), DoD/VA Centers of Excellence (CoEs), and the James A. Lovell Federal Health Care Center (JALFHCC) Advisory Board to improve mutual processes, eliminate redundancies, and streamline joint efforts between the Military Health System (MHS) and VHA.

- Provides HEC input to the VA/DoD Joint Strategic Plan (JSP), JEC Annual Report and JEC Annual Guidance; monitors all JEC priority initiatives until completion.

- Collaborates with senior medical leadership within the National Guard, United States Marine Corps (USMC) Reserve, and Army Reserves to educate them on VHA programs, build and maintain professional relationships, and serve as a problem-solving resource when issues arise.

- Serves as VHA's primary liaison for AMSUS, The Society of Federal Health Professionals, annual conference.

VA/DoD Medical Sharing Office (MSO)

Overview

The VA/DoD MSO provides national-level guidance and oversight for health care resource sharing between VA and DoD; the VA/DoD Joint Incentive Fund (JIF); and guidance on DoD TRICARE issues.

Functions and Activities

- Collaborates, facilitates, and sustains effective partnerships and mutually supportive relationships on all matters related to joint health care initiatives and activities between VHA and the Department of Defense (DoD), Defense Health Agency (DHA), and TRICARE Health Plan.

- Provides national-level policy guidance and oversight for sharing medical resources between VHA and DoD.

- Provides national-level policy guidance and oversight for the VA/DoD Health Care Sharing Incentive Fund (aka Joint Incentive Fund or JIF) Program.

- Provides guidance on DoD TRICARE with embedded VA TRICARE Liaisons who promote DoD/VHA sharing; serves as points of contact for regional TRICARE issues supporting VHA's transition efforts for Veterans and Servicemembers; and enhances VA/DoD bi-directional communications through monthly training for VAMC and VISN staff on TRICARE referrals, authorizations and billing processes.

- Provides senior-level leadership and direction for the support and accomplishment of all healthcare related VHA/DoD JSP goals, objectives, strategies/milestones, and performance measures encompassing the use of medical resource sharing agreements.

Federal Recovery Consultant Office (FRCO)

Overview

The FRCO provides enterprise-level consultation and navigation to VA and DoD Lead Coordinator (LCs) and Care Management Teams (CMTs), providing clinical and non-clinical assistance and advice regarding DoD, VA, other Federal agencies, community, and other resources available to support the Servicemember, Veterans (SM/V), and the family or caregiver.

Functions and Activities

- Provides policy direction, administrative and operational support for ten (10) Federal Recovery Consultants (FRCs) located at key locations: select military treatment facilities (Walter Reed National Military Medical Center, San Antonio Military Medical Center, and Naval Medical

Center San Diego); headquarters for the military's wounded warrior programs (Army, Navy, Air Force, Marine, and US Special Operations Command); and select VHA Polytrauma Rehabilitation Centers (Tampa and Richmond).

- Provides guidance and high intensity-management to a small subset of the SM/V population requiring complex care coordination, while providing a channel of communication for field level staff to assist Veteran Integrated Service Network (VISN) and VHA Central Office leadership, as well as assigned military headquarters leadership in identifying, validating, and implementing proposed improvements for care and benefits coordination and processes.

Authorities
38 U.S. Code § 8111
38 U.S. Code § 320

Center for Compassionate Care Innovation

Overview
Through the Center for Compassionate Care Innovation (10P10), VHA facilitates and strengthens collaborations within communities and with public and private organizations to improve the health and wellness of Veterans, their family members, and caregivers.

Functions and Activities

- Catalyzes innovation and promotes diffusion of best practices and technologies throughout VHA by using innovative approaches and technologies and collaborating with partners within and outside VHA.

- Promotes partnerships between VHA program offices, field offices, and non-VA organizations by providing best practices, tools, and training on how to develop and sustain effective partnerships.

- Serves as a national resource and point of contact within VHA, the Department, and outside organizations seeking guidance on how to create or manage effective collaborations. Develops VHA guidance and tools pertaining to responsible and productive partnerships.

Authorities
38 U.S.C. 73. Veterans Health Administration: Organization and Functions.

Specialty Care Services

Overview
Specialty Care Services (SCS/10P4D) is a large service, encompassing 16 distinct medical specialties, chaplaincy, nutrition and food services, as well as neurology centers of excellence and a SCS center for innovation. SCS ensures the best overall clinical, preventive, spiritual, religious, and nutritional care is available to Veterans. Both policy and program development utilize innovative approaches, technologies and interdisciplinary collaboration both within and outside of VHA promoting-dignity and respect for our Veterans.

SCS provides national leadership on programs and initiatives, policy matters and issues relating to care delivery, assessment of services, and outcome analysis for twenty (20) key specialty care areas.

The Chief Consultant, in collaboration with Field-based National Program Directors, serves as the principal advisor to the Assistant Deputy Under Secretary for Health for Patient Care Services, Deputy Under Secretary for Health for Policy and Services, Principal Deputy Under Secretary for Health and Under Secretary for Health.

Functions and Activities

- Allergy offers state of the art care for Veterans with allergic and immunologic disorders. The VHA-DOD Allergen Extract Program provides state-of-the-art centralized immunotherapy and diagnostic testing material for Veterans with seasonal or perennial inhalant allergies, food allergies and insect venom sensitivities.

- Provides guidance and consultation on matters regarding the practice of Anesthesia, including pain management during surgical, obstetrical, therapeutic and diagnostic procedures; monitoring and restoring homeostasis during the perioperative period; and the management of cardiac and pulmonary resuscitation. Anesthesia collaborates with Surgery and Pain Medicine.

- Provides information, guidance, and oversight to Cardiology initiatives ensuring the delivery of quality cardiac care. The Cardiac Implant Surveillance System remotely monitors implant performance. The National Implantable Device Registry follows Veterans with cardiac implants, and tracks recalls and device-related problems.

- Chaplain Services offers religious, spiritual, and pastoral care to ensure Veterans' right to free exercise of religion and integration of spiritual and pastoral care is fully into the care and treatment program of each health care facility.

- Develops and implements Emergency Medicine national triage protocol system and works in collaboration with all specialties, including Neurology and Cardiology for stroke and heart attack management.

- Endocrinology/Diabetes develops and implements guidelines for prevention, treatment and tracking of care and assessment of medical outcomes. The Diabetes Program collaborates with the National Prevention Center, Food and Nutrition Services, Podiatry, Eye Care and the Office of Research and Development.

- Oversight and management of the VA-Vision Registry, a VA/DoD collaboration on ocular injury and treatment is provided by Eye Care (Ophthalmology and Optometry). The Vision Center of Excellence advocates for programs and initiatives across VA and DoD for prevention, diagnosis, treatment, rehabilitation and research of eye injuries and diseases, including visual dysfunctions related to Traumatic Brain Injury. The national Tele-Retinal Imaging Screening Program with the VHA Telehealth Services Improves access.

- Guidance, advice, and oversight on all matters related to diseases of the gastrointestinal tract is the domain of Gastroenterology including the demand for services (e.g. colorectal cancer screening and surveillance and hepatitis C and end-stage liver disease management) and a national endoscopy reporting process that facilitates quality assurance. Collaborates with Infectious Disease, Anesthesia, National Center for Prevention and Clinical Public Health Group.

- Genomic Medicine facilitates the application of genetic technologies and encourages translational genomics research to improve the health care of Veterans. Coordinates genetic counseling functions, establishes strategic guidance regarding the phased integration of clinical genomic testing, and organizes bold education initiatives.

- Infectious Disease develops national policy in clinical practice, prevention of healthcare-associated infection and multi-drug resistant organism infections, antimicrobial stewardship, infection prevention/control, and bio-surveillance/ preparedness. Collaborates with numerous VA and VHA Offices, Programs and Services; Federal Agency partners; professional groups, and numerous non-Federal entities.

- Nephrology oversees the diagnosis and treatment of kidney diseases. Develops strategic plan addressing potential to increase hospital-based dialysis capacity and potential at-home dialysis options.

- Neurology oversees research, clinical care, and education for neurological disorders through two Multiple Sclerosis Centers of Excellence; six Parkinson's Disease Research, Education, and Clinical Centers; and four regional Epilepsy Centers of Excellence. Neurology collaborates with Emergency Medicine and Rehabilitative Services on the treatment of stroke, traumatic brain injury and amyotrophic lateral sclerosis.

- Nutrition and Food Services (NFS) develops and provides comprehensive nutritional services for our Veterans participating in Telehealth, the Patient-Aligned Care Team, Culture Transformation, and social media communications. NFS is transforming advanced nutrition practices and health teaching programs to improve health outcomes for Veterans and their families.

- Oncology coordinates the Cancer Registry System/Central Cancer Registry and provides policy, guidance, and oversight to the implementation of the National Cancer Strategy addressing prevention, education, screening, early detection, diagnosis, treatment, rehabilitation and research.

- Pain Medicine educates Veterans/families, clinical team members including integration of non-pharmacological modalities, evidence-based medication prescribing, use of pain procedures, safe opioid use and expansion of virtual care. Establishment of metrics to monitor pain care and outcomes at both the individual level and the population level.

- Medical and surgical foot and ankle care is the charge of Podiatry including the amputation/ulcer database and High-Risk for Amputation ProClarity Cubes. Podiatry works closely with Endocrinology/Diabetes developing and implementing initiatives to prevent and treat complications of diabetes.

- Pulmonary/Critical Care provides guidance, advice, and oversight to ambulatory and hospital-based programs, including intensive care units regarding respiratory disorders including chronic obstructive pulmonary disease and sleep disorders. Pulmonary/Critical Care closely collaborates with Cardiology, Pharmacy Benefits, and Infectious Diseases.

- The Specialty Care Centers of Innovation improve access to and the efficiency of specialty care by reducing delays and employing Specialty Care Education, Technology and Innovation.

Office of the Deputy Under Secretary for Health for Discovery, Education and Affiliate Networks

Overview

The VHA Office of the Deputy Under Secretary for Health for Discovery, Education and Affiliate Networks (DEAN/10X) comprises the offices of Academic Affiliations (OAA), Research and Development (ORD), and Innovation Ecosystem. DEAN works to advance Veteran care through education, research and innovation, and to create the highest quality healthcare workforce and expanded knowledge to enhance Veterans' care for VA and the nation. The office maintains a strong position in healthcare, so VHA is prepared to face new challenges within VA and private sector, as well as to enhance current and future VHA operations and care delivery. The office also facilitates a systematic approach to the design, evaluation, and diffusion of new capabilities and collaborates with front-line caregivers to define and achieve common goals while optimizing standardized business processes to ensure coordination, integration, and effective execution of the new opportunities.

Functions and Activities

- Amplify VHA's vital research mission.
- Strengthen academic affiliate relationships; expand Health Professions Education (HPE) training opportunities.
- Improve the care provided to Veterans and assist in providing an adequate supply of health personnel to the Nation.
- Bring these offices to the forefront of groundbreaking health care research.
- Unify collaboration and coordination with facility-based teachers, researchers and clinicians.
- Drive ongoing improvement and innovation in health professions education training, and advancements in scientific knowledge.

Office of Academic Affiliations

Overview

The Office of Academic Affiliations (OAA/10X1) is headquartered at VACO and has multiple field-based staff that oversee VA's statutory mission to train health professionals. OAA provides leadership, advice, and subject matter expertise across the full range of VHA's health professions education programs, including trainee education policy, training budget development and execution, and academic affiliation relationships.

Functions and Activities

- Ensures VHA's trainee educational programs are relevant to both VHA and national clinical workforce needs and holds responsibility for the development, analysis, oversight and evaluation of all policies, guidelines and programs relating to health professional trainees and academic affiliation matters.

- Develops strategic and operational alliances with key stakeholders, including VA medical facilities, other VHA program offices, VA Staff Offices, academic affiliates, accreditation and credentialing bodies, other Federal agencies, and professional societies.

- Fosters excellence and innovation in trainee education through transformative learning projects.

- Provides guidance, mentoring, and development opportunities to field education leaders, and collaborates with other Workforce Services program offices on workforce development and succession planning.

Authorities

38 U.S.C. 7302(a) and 7302(b). Functions of Veterans Health Administration: Health-Care Personnel Education and Training Programs.

Policy Memorandum No. 2. Policy in Association of Veterans' Hospitals with Medical Schools: January 30, 1946.

VHA Directive 1400. Office of Academic Affiliations.

Office of Research and Development

Overview

The VHA Office of Research and Development (ORD/10X2) advances knowledge to improve each Veteran's health and well-being through preclinical, clinical and health services, and rehabilitative research. ORD aspires to discover knowledge, develop VA researchers and health care leaders, and create innovations that advance health care for our Veterans and the Nation. The Office of Research and Development is in VA Central Office (Washington, DC). ORD is administratively managed in four research service areas and several supporting program offices. VA research is an intramural program; VA investigators who apply for funding from ORD are located at VA facilities across the country.

Functions and Activities

- Funds scientifically meritorious, Veteran-centric research in many areas to advance our knowledge. High-priority areas include Precision Medicine, Traumatic Brain Injury, Posttraumatic Stress Disorder, Pain and Opioid Use, Gulf War Veterans' Illnesses, and Prosthetics.

- Applies advances in scientific knowledge to create, test, compare, and implement new treatments, technologies, education modules, and models of care so that Veterans receive the most effective individualized care solutions.

- Recruits, trains, and retains the highest-caliber investigators and staff, and nurtures their continuous development as leaders in their fields. Approximately 60 percent of funded VA investigators also provide direct patient care.

- Ensures a state-of-the-art research enterprise with a culture of professionalism, collaboration, accountability, and the highest regard for research volunteers' safety and privacy.

Authorities

38 U.S.C. 73. Veterans Health Administration: Organization and Functions.

VHA Innovation Ecosystem Office

Overview

The VHA Innovation Ecosystem (IE/10X3) leverages the collective power of innovation champions from across VHA to drive radical improvement and foster a culture of innovation and continuous learning. The goals of the ecosystem are to:

- Deliver innovative operational breakthroughs
- Develop organizational capacity around innovation
- Drive change that delivers positive veteran impact

VHA Innovation Ecosystem is fueled by two complementary portfolios that operate at distinct stages of the innovation cycle (concept to national diffusion) and form the connective tissue of the ecosystem:

The Innovators Network consists of 33 VA medical centers, embedded with specially-trained "Innovation Specialists" to facilitate innovation at the field level. The portfolio facilitates workforce development and culture building around a variety of innovation-related topics, encourages frontline engagement through incremental investment in innovative ideas, and sustains a network of likeminded innovators that are focused on moving the organization forward.

Diffusion of Excellence consists of a specialized team of implementation experts focused on identifying clinical and administrative promising practices and innovations through national "Shark Tank" style competition and diffusing them more broadly across the enterprise.

These portfolios drive a culture of innovation and learning and create opportunities for VHA staff to ideate, test, and spread both innovations and promising practices.

Functions and Activities

- Focuses VHA's innovation agenda to deliver strategic, evidenced-based innovation, in support of leadership, field, and Veteran priorities.
- Recognizes and empowers a grassroots community of disparate groups that are engaged in innovation activity through a variety of resourcing mechanism (funding and staffing support).
- Workforce development and culture building around a variety of innovation-related topics such as human centered design, entrepreneurship, etc. This training curriculum helps develop frontline staff capacity to deliver organizational breakthroughs that benefit Veterans.
- Frontline engagement through incremental investment in innovative ideas. Our Spark Seed Spread Accelerator is designed to source ideas from local innovators and invest in the best ones in relation to the maturity of the idea itself. As ideas mature, innovators will be eligible for more investment with the end goal of preparing to spread the best innovations more broadly across the enterprise.
- Building and sustaining a network of likeminded innovators that are focused on moving the organization forward. Working from a common language and vision, this network promotes

collaboration to break down silos and eliminate organizational and technical barriers to innovation.

- Provides a technology safe harbor environment (cloud and virtual machine services) to mirror VA IT production systems complete with synthetic patient data sets. This environment allows innovators to incubate various innovative IT solutions without fear of adversely impacting VA production systems.

- Identifies field-driven promising practices and innovation through national "Shark Tank" style competition and leverages diffusion model to spread best practices across the enterprise.

- Provides various business models that focus on meaningful partnership collaborations with academia and industry to co-develop and pilot innovative solutions that improve Veteran care.

Authorities

38 U.S.C. 73. Veterans Health Administration: Organization and Functions

National Cemetery Administration

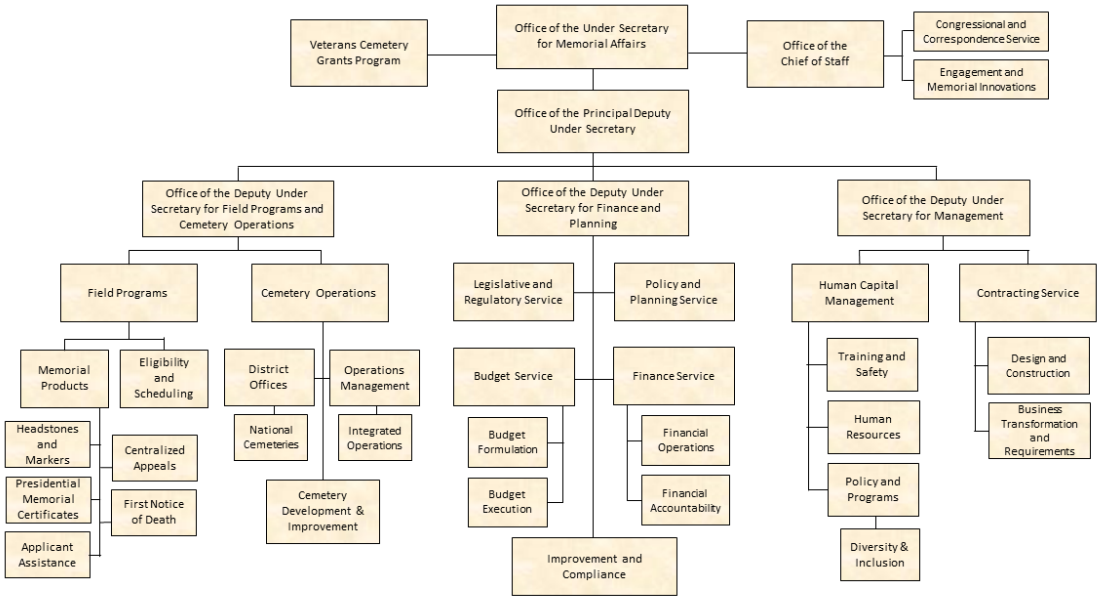

Figure 6 - National Cemetery Administration

Alternate representation of the National Cemetery Administration organization chart

Office of the Under Secretary for Memorial Affairs

Overview

The Under Secretary for Memorial Affairs (USMA) (40) provides leadership and direction for NCA, one of three administrations in VA. The USMA reports directly to the Secretary of Veterans Affairs and serves as the principal advisor to the Secretary on matters including acquisition, construction and maintenance of national cemeteries, burial eligibility, the Headstone and Marker, Presidential Memorial Certificate and Veteran Cemetery Grants Programs. Additionally, the USMA is responsible for all VA national cemeteries, soldiers' lots and monument sites throughout the country. The USMA serves as the Secretary's representative on matters relating to memorial benefits programs and is committed to the priorities, goals and objectives of the Administration. The USMA represents the Secretary of Veterans Affairs at Congressional hearings, on the Advisory Committee on Cemeteries and Memorials, in ceremonial activities relating to national cemeteries and in other matters requested by the Secretary.

Functions and Activities

The Under Secretary for Memorial Affairs leads and directs the National Cemetery Administration. The Principal Deputy Under Secretary for Memorial Affairs oversees a broad range of management activities in support of the Under Secretary.

Administers 38 U.S.C. Benefits.

- Ensures a burial option exists for eligible Servicemembers, Veterans, Reservists, National Guard members and eligible family members in VA national cemeteries within a reasonable distance of their residence.
- Processes applications, procures and delivers headstones, markers, and medallions for the graves of Veterans throughout the United States and the world.
- Administers the Veterans Cemetery Grants Program, which provides grants to states and tribal organizations for establishing, expanding and improving Veterans' cemeteries.
- Provides Presidential Memorial Certificates to honor the service of honorably discharged deceased Servicemembers and Veterans.
- Maintains VA national cemeteries as national shrines.
- Manages educational outreach programs that raise awareness of NCA benefits and facilitate student engagement with the histories of Veterans interred in NCA cemeteries.

Manages the National Cemetery Administration

- Oversees the administration of the annual budget for cemetery operations.
- Provides leadership and program direction to NCA's employees who are fulfilling NCA's unique mission functions nationwide.
- Formulates plans that lead to recommendations for Secretary of Veterans Affairs (SECVA) approval regarding the establishment of new national cemeteries and expansion and improvement of existing cemeteries.
- Encourages high-level customer service standards as recognized by the national cross-industry American Customer Satisfaction Index (which measures satisfaction with the quality of goods and services available in the United States), such as courtesy, easy access to gravesite and benefits, prompt delivery of service and benefits, accuracy, and cemetery appearance that is befitting a national shrine.
- Effectively and efficiently serves Veterans, their families, NCA employees, and key stakeholders by directing crucial business functions, such as human resources, equal employment opportunity and diversity, budget/finance, construction, safety, emergency preparedness, information technology, outreach and communications.

Oversees the Maintenance of VA National Cemeteries.

- Ensures adherence to National Shrine Operational standards at VA national cemeteries. National Shrine standards are set by NCA and are used as a benchmark by other Federal and state cemetery organizations.

- Directs development of policy and plans required for the development, operation, and administration of all VA national cemeteries.

- Ensures adequate resources so that e VA national cemeteries are maintained as national shrines to honor service to the Nation.

Advises the SECVA

- Advises on the development, adoption, and implementation of NCA programs and policies affecting overall operations of VA national cemeteries, and burial benefits administered by NCA.

- Represents the SECVA on the congressionally-authorized Advisory Committee on Cemeteries and Memorials.

- The Committee advises the SECVA, through the Under Secretary for Memorial Affairs (USMA), with respect to the administration of VA national cemeteries, and Veterans and Servicemembers' lots and plots.

- Advises the SECVA on erecting appropriate memorials and the adequacy of Federal burial benefits.

- Examines the full spectrum of available benefits and services and makes reports and recommendations on how to resolve issues involving the operations of the NCA, the Veterans Cemetery Grants Program, the provision of headstones, markers, and medallions, the provision of Presidential Memorial Certificates, and related burial benefits.

- Assists the SECVA in ensuring that plans and programs are meeting the needs of the Nation's Veterans and their eligible family members, and in meeting the mandate to maintain our national cemeteries as national shrines.

Stakeholder Engagement

- Manages relationships with NCA's diverse and varied stakeholder population, including Veterans and their family members, Veterans Service Organizations (VSO), and professionals in the funeral and mortuary industry.

- Includes educational groups, environmental groups, historical groups, and genealogical organizations in stakeholder management activities, such as reviewing plans to establish or expand VA national cemeteries.

- Coordinates activities with various components of the DoD and members of Active-Duty and Reserve forces.

- Partners with DoD, American Battle Monuments Commission, U.S. Military Academies and National Park Service to ensure accurate and dignified burial of the Nation's heroes.

- Coordinates with states and tribal organizations to establish State and Tribal Veterans Cemeteries.

- Represents the SECVA and/or VA at congressional hearings and in ceremonial activities relating to VA national cemeteries.

Authorities

38 U.S.C. 2306. Headstones, Markers, and Burial Receptacles.
38 U.S.C. 24. National Cemeteries and Memorials.
38 C.F.R. Parts 38-39. Aid for The Establishment, Expansion, and Improvement, or Operation and Maintenance, of Veterans Cemeteries.
OMB Circular A-123. Management's Responsibility for Internal Control.

Veterans Cemetery Grants Program

Overview

The Veterans Cemetery Grants Program (40A3) complements VA's National Cemetery Administration. The program assists states, territories and federally recognized tribal governments in providing gravesites for Veterans in those areas where VA's national cemeteries cannot fully satisfy their burial needs. Grants may be used only for establishing, expanding or improving Veterans cemeteries that are owned and operated by a state, federally recognized tribal government, or U.S. Territory. Aid can be granted only to states, federally recognized tribal governments, or U.S. Territories. VA cannot provide grants to private organizations, counties, cities or other government agencies.

VA can now provide up to 100 percent of the development cost for an approved project. For establishment of new cemeteries, VA can provide for operating equipment. VA does not provide for acquisition of land. Cemeteries established under the grant program must conform to the standards and guidelines pertaining to site selection, planning and construction prescribed by VA. Cemeteries must be operated solely for the burial of service members who die on active duty, Veterans, and their eligible spouses and dependent children. Any cemetery assisted by a VA grant must be maintained and operated according to the operational standards and measures of the National Cemetery Administration.

The administration, operation, and maintenance of a VA-supported Veterans cemetery is solely the responsibility of the state, territory or tribal government

Functions and Activities

The program assists states, territories and Federally recognized tribal governments in providing burial options for Veterans in those areas where VA's national cemeteries cannot fully satisfy their burial needs. The program:

- Develops grant application guidelines and timelines based on criteria set forth in legislation.
- Ranks and evaluates pre-applications submitted for consideration.
- Provides technical assistance to potential applicants to finalize applications.
- Develops the list of grant recommendations for the Secretary's consideration.
- Monitors expenditures/progress/deliverables to ensure proper use of grant money.

Chief of Staff

Overview

The Chief of Staff (COS) (40A1) is a member of the NCA Management team, providing direct advice and high-level technical support to the Under Secretary and the Principal Deputy Under Secretary for Memorial Affairs, including the Senior Executive Service (SES) leadership team.

Functions and Activities

- Provides leadership and advisory services that are critical to achieving optimal overall program balance in relation to Department's mission.
- Promotes and maintains successful and productive interactions with a wide variety of entities.
- Liaises with the districts and national cemeteries, coordinates crosscutting tasks and is consulted for evaluation or assessment of documents, processes, correspondence, policies and more.
- Makes recommendations to ensure maximum effectiveness and efficiency in the use of all resources.
- Manages NCA's delegations of signature authorities for statutory and regulatory actions that Under Secretary for Memorial Affairs (USMA) and NCA staff are authorized to make.
- Oversees the management of executive correspondence and congressional inquiries for the National Cemetery Administration (NCA).
- Provides oversight of the Office of Engagement and Memorial Innovations.

Office of Engagement and Memorial Innovations

The Executive Director, Office of Engagement and Memorial Innovations (44) is a member of NCA's management team and provides executive level leadership to various programs which perform key outreach, engagement, research and educational efforts within NCA. The Deputy Director, Office of Engagement and Memorial Innovations, is the principal advisor to the Executive Director and performs day to day oversight of all programmatic efforts.

Communications and Outreach Support

Overview

Communications and Outreach Support (44A) provides expert public affairs and communications advice and support to the Under Secretary for Memorial Affairs, senior staff, district directors and cemetery directors. Serves as the primary point of contact with VA's Office of Public Affairs.

Functions and Activities

- Oversees the writing of official statements, press releases, articles, biographies, fact sheets, and other materials for NCA.
- Plans major NCA special ceremonies and activities, such as dedications and groundbreaking ceremonies for the opening of new national cemeteries.

- Manages activities of the VA Advisory Committee on Cemeteries and Memorials, such as arranging meetings and presentations, and coordinating the Administration response to Committee recommendations.
- Submits NCA portion of the Weekly Cabinet Report for White House Staff review.
- Develops outreach training programs, materials, and displays for presentation at national and regional Funeral Directors' conferences, VSO conferences, and various other stakeholder conferences and meetings.
- Maintains NCA website content and social media sites and monitors pertinent news outlets.
- Identifies venues to spread the knowledge of the benefits available through NCA.
- Is Responsible for briefing Veterans and Military Service Organizations on benefits.
- Coordinates with leaders of affiliated organizations responsible for the provision of funeral and other cemetery services to eligible veterans, spouses and family members.

Veterans Legacy Program

Overview

The Veterans Legacy Program (VLP) (44C), launched on Memorial Day 2016, is currently composed of 4.0 FTE with an additional staff member secured through an Intergovernmental Personnel Agreement.

Functions and Activities

Manages educational outreach programs and academic partnerships that raise awareness of NCA benefits and facilitate scholarly research and student engagement with the personal histories of Veterans interred in NCA cemeteries.

- Manages procurements supporting VLP partnerships.
- Develops new digital memorialization products that enhance and extend memorialization.
- Serves as the subject matter expert on history education, Veteran education, educational/engagement technology, and the academic industry.
- Supports field personnel in hosting educational outreach events at national cemeteries.
- Creates public events at cemeteries.
- Works with NCA and VA public affairs teams to produce public-facing content for national release.
- Maintains a social media presence in support of NCA's strategic communications.
- Creates and maintains interagency partnerships to amplify engagement across intersecting interests.

History Program

Overview

The History Program function (44D), initiated in 2001, is currently composed of three permanent staff who meet the Secretary of the Interiors' professional qualifications for history and historic preservation. Diverse activities and responsibilities intersect with those of all NCA Services and offices located system wide.

Functions and Activities

- Undertakes and oversees historical research about the Administration, and its properties dating to the Civil War and earlier, cultural resources, policies, and burial benefits in response to inquiries from NCA, VA, other Government offices, and the public; develops special commemorative programs for VACO, NCA localities and the public.

- Serves as subject matter experts in verifying historic information in support of NCA-administrated benefits.

- Develops or reviews content of correspondence, technical studies, exhibits, interpretive signage, and outreach related to the history of NCA and its predecessors; initiates documentation projects about historic resources, including National Register of Historic Places nominations per Section 110 and Section 112 of the National Historic Preservation Act of 1966 (NHPA).

- Maintains the NCA History Collection encompassing textual records, ephemera, a library, architectural, and grave marking artifacts, maps/drawings, photographs and electronic media; assures collection contents are properly documented, secured and organized; and develops artifact loan agreements as part of mitigation and educational efforts.

- Plans and manages conservation projects requiring specialized preservation treatments serving as Contracting Officer's Technical Representative; supports other NCA offices meeting preservation requirements per Section 106, NHPA; provides NCA historic preservation accomplishments and activities to the VA Federal Preservation Officer for departmental reporting.

- Produces oral history interviews of senior leadership, long-time employees and other persons of interest whose personal recollections of NCA activities and decision-making serves to complement and enhance the written Administration records.

- Designs and provides training to all levels of NCA about the origins of national cemeteries, monuments, grave marking, and individual Veterans, as well as how to identify and preserve historic resources in the cemeteries.

- Advises on Capital Asset Inventory (CAI), Facilities Condition Assessment (FCA), and BOSS content for historic resources including monuments, headstones and markers; tracks new donated monuments and oversees annual verification; advises on content of proposed new NCA monuments. Produces and reviews history content for NCA website; reviews and verifies content for Notable Burials.

Office of the Deputy Under Secretary for Field Programs and Cemetery Operations

Overview

The Deputy Under Secretary for Field Programs and Cemetery Operations (DUSFPCO) (41) is responsible for administering the interment program and other statutorily based burial and memorial programs administered by the Department of Veterans Affairs. The DUSFPCO leads through two Senior Executive Service leaders: The Executive Director of Cemetery Operations (EDCO) and the Executive Director of Field Programs (EDFP). Through the EDCO, the DUSFPCO is responsible for the operations of five NCA District Offices and all national field facilities, including 136 VA National Cemeteries and 33 Soldier's Lots and monuments. VA National Cemeteries provide burial and memorial services for eligible Servicemembers, Veterans and family members, and are maintained as national shrines in commemoration of those who have served. Through the Executive Director of Field Programs, the DUSFPCO leads burial and memorial programs including the NCA Headstone, Marker, Niche Cover, Medallion and Presidential Memorial Certificate programs, the National Cemetery Scheduling Office, the First Notice of Death Office, the NCA portion of the appellate process, and the Casket and Urn reimbursement process for certain Veterans.

Functions and Activities

- Leads the workforce and programs and initiatives that provide dignified burial and memorial services to eligible Servicemembers, Veterans and family members.
- Serves as Principal Advisor on field programs and cemetery operations issues to the USMA and the Principal Deputy Under Secretary for Memorial Affairs (PDUSMA).
- Coordinates NCA leadership in developing and updating policies, plans, regulations, systems and standards concerning the development, operation, and administration of burial and memorial benefits for Veterans and other eligible individuals.
- Assesses operational needs and establishes priorities of effort to improve effectiveness in providing benefits.
- Represents the USMA and NCA to key stakeholder groups when meeting with other VA officials, elected representatives, private enterprise, VSOs, and other Government agencies on matters pertaining to NCA.
- Collaborates with State and Tribal officials, the Department of Defense (DoD), the Army National Military Cemetery program, the National Park Service and the American Battle Monuments Commission on issues of mutual concern related to the administration, operations and maintenance of Veteran and military cemeteries.

Office of the Executive Director of Field Programs

Overview

The Executive Director of Field Programs (41B) leads burial and memorial programs including the NCA Headstone, Marker, Niche Cover, Medallion and Presidential Memorial Certificate programs, the National Cemetery Scheduling Office, the First Notice of Death Office, the NCA portion of the appellate process, and the Casket and Urn reimbursement process for certain Veterans. The Executive Director is responsible for assisting and responding to Veterans, elected representatives and other stakeholders

regarding policies and programs for memorial benefits, eligibility determinations, and related issues. The Executive Director manages NCA's program that addresses statutory bars to benefits.

Functions and Activities

- Leads the Memorial Products Service, which processes applications for and provides headstones, markers, medallions, and Presidential Memorial Certificates to eligible Veterans and family members worldwide.

- Leads the National Cemetery Scheduling Office, in St. Louis, MO, which provides eligibility determinations for NCA administered burial and memorial benefits (including pre-need determinations), and scheduling of burial and memorial services at VA national cemeteries.

- Researches and develops recommendations to the Secretary of Veterans Affairs or designee regarding designations of eligibility for burial in a VA national cemetery.

- Evaluates and develops information-based responses to process determinations for cases involving allegations of capital crimes or certain sexual offenses.

- Manages correspondence related to Field Programs issues between the NCA and Congressional offices, other governmental entities and individual citizens.

- Leads the First Notice of Death Office which updates electronic files to ensure timely termination of benefits and next-of-kin notification of possible entitlement to survivor benefits.

- Leads the Centralized Appeals Unit, which administers the NCA portion of the benefit appellate process.

Memorial Products Service

Overview

Memorial Products Service (MPS) (41B1) administers policy development, programs and contracts related to the provision of Government-furnished headstones, markers, and medallions. This includes NCA-administered cemeteries, other Federally-administered cemeteries, state and tribal Veterans' cemeteries, other government and municipality-administered cemeteries, and private cemeteries and burial grounds. MPS operates satellite offices in Nashville, TN, Fort Leavenworth, KS, and Abraham Lincoln National Cemetery, IL. The Applicant Assistance Unit in Washington, D.C. provides eligibility assistance, resolves issues, and processes headstone and marker replacement requests. MPS, under the Veterans Claims Assistance Act, assists applicants with locating relevant records and documents to determine eligibility. MPS manages the Presidential Memorial Certificate program in Washington, D.C., which honors the memory of deceased Veterans. Reviews and determines appropriate action on requests to make new Emblems of Belief (EOB) available for inscription on Government-furnished headstones and markers. MPS supervises two operations in St. Louis; the First Notice of Death Office which facilitates important actions upon the death of a Veteran and the Centralized Appeals unit, which administers the NCA portion of the appellate process for denied claims.

- Headstones and Markers (41B1A) provides oversight for policy development, service provision and contracts related to the Federal headstone, marker and medallion program; the Presidential

Memorial Certificate program; the First Notice of Death Office and the Centralized Appeals Processing Unit.

- Determines eligibility on claims for benefits.
- When eligibility cannot be determined by documentation readily available, assists Veterans, their families, and those acting on their behalf to acquire such documentation to be able to make a determination.
- Arranges for the manufacture and delivery of headstones, markers, and medallions to cemeteries and eligible recipients, and ensures appropriate quality control of products.
- MPS operates satellite offices in Nashville, TN and Fort Leavenworth, KS. Additionally, a supervisor at Abraham Lincoln National Cemetery, IL oversees individual employees stationed at VA facilities throughout the nation. These satellite offices and remote employees process routine applications for headstones, markers, and medallions.
- Presidential Memorial Certificates Program (41B1B) provides next of kin and loved ones with an engraved paper certificate bearing the signature of the current President to honor the memory of deceased Veterans discharged under conditions other than dishonorable. NCA staff determines eligibility and oversees the production, inspection, and delivery of PMCs to eligible recipients.
- Applicant Assistance Unit (41B1C) operates the national customer call center operations to provide direct customer service for inquiries related to headstone, marker, and medallion benefits.
- Centralized Appeals Unit (41B1D) administers the NCA portion of the appellate process for denied burial and headstone and marker claims and prepares appeals packets for processing to the Board of Veterans' Appeals.
- First Notice of Death Office (41B1E) collaborates with other VA entities and updates electronic files to ensure timely termination of benefits and next-of-kin notification of possible entitlement to survivor benefits.

National Cemetery Scheduling Office

Overview

The National Cemetery Scheduling Office (NCSO) (41B2) determines eligibility for burial (including pre-need determinations) and schedules committal and memorial services at Department of Veterans Affairs (VA) national cemeteries. Burial is requested by Veterans, members of their next of kin, funeral homes, coroners, public administrators, and other informants. Additionally, the NCSO manages the casket and urn reimbursement program for the reimbursement of caskets and urns for certain Veterans. The NCSO assists claimants with obtaining documents when eligibility documentation is not readily available, and assists other stakeholders (to include, but not limited to, national and state and tribal cemetery directors and other field programs entities) with obtaining similar documentation so that they can make similar determinations and/or complete other key memorialization tasks, (such as formatting inscriptions on headstones.)

Functions and Activities

- Determines eligibility (Time of need and Pre-need) and schedule committal and memorial services at VA national cemeteries.
- When eligibility cannot be determined by documentation readily available, assists Veterans, their families, and those acting on their behalf to acquire such documentation so that the NCSO can make a determination.
- Denies claimant applications when the determination is not eligible.
- Assists other stakeholders (to include, but not limited to, national and state and tribal cemetery directors and other field programs entities) with obtaining documentation to complete key burial and memorialization tasks.
- Serves as the program administrator and accepts and processes applications for reimbursement for caskets and urns provided to certain unclaimed Veterans.

Office of the Executive Director of Cemetery Operations

Overview

The Executive Director of Cemetery Operations (41A) leads five NCA district offices and 136 national cemeteries that provide VA burial and memorial benefits for eligible Servicemembers, Veterans and family members. VA National Cemeteries provide burial and memorial services for eligible Servicemembers, Veterans and family members, and are maintained as national shrines in commemoration of those who have served. The Executive Director is responsible for assisting and responding to Veterans, elected representatives and other stakeholders regarding policies and programs. This office coordinates acquisition of new sites for future VA national cemeteries and the expansion of existing cemeteries and integrates cemetery operational requirements into major and minor construction project designs. Through leadership of the Executive Director, this office provides technical and engineering guidance for cemetery operations including Geo-Spatial and Geographic Information Systems (GPS/GIS) program initiatives; fleet vehicle and equipment program requirements; and research/development of new processes and technologies to improve national cemetery operations.

Functions and Activities

- Supervises the daily operations of five NCA District Offices and all national field facilities, including 136 National Cemeteries and 33 Soldier's Lots and monuments.
- Supervises the NCA Watch Officer Team (resident within the VA Integrated Operations Center, Washington DC) to provide timely, accurate information and documentation of key operational activities to senior leaders throughout NCA to inform decision-making and to assess operations.
- Serves as headquarters senior official who communicates with NCA field offices concerning operational decisions impacting VA national cemeteries.
- Provides budgeting and financial oversight for cemetery operations, including funding allocations for National Shrine initiatives, maintenance and repair projects, non-recurring maintenance projects, cemetery apprentice and compensated work therapy programs.

- Develops, updates and maintains operational policies, procedures, and guidance.
- Supports development of implementing policy and regulations following passage of new benefits legislation.
- Ensures prudent judgment by senior level program managers when exercising delegated authorities related to procurement of emergency supplies/services, management oversight of accounting for remains and gravesites, and acceptance of donations made to the cemeteries and NCA's Cemetery Gift Fund.

District Offices and National Cemeteries

Overview

District directors supervise the operations and maintenance of VA cemeteries organized within five regions: North Atlantic District (Philadelphia); Southeast District (Atlanta); Midwest District (Indianapolis); Continental District (Denver); and Pacific District (Oakland). District offices determine resource requirements, monitor rates of interments, support the planning to expand existing cemeteries and establish new cemeteries; administer policies related to the efficient and effective operation of VA cemeteries; and support the recruitment, development and training of qualified employees to accomplish the NCA mission.

Functions and Activities

- Provides dignified burial and memorial services for eligible Servicemembers, Veterans and family members.
- Ensures that decedents are buried in the correct gravesites and that gravesites are properly marked (accounting for remains).
- Monitors all aspects of national cemetery operations, evaluates procedures for effectiveness, initiates improvements, and makes appropriate adjustments to accommodate changing program demands.
- Accounts for gravesite usage at cemeteries to support planning for expansion and closure of existing cemeteries and opening of new ones.
- Provides field-based analyses of program-planning actions such as forecasted rates of interments, feasibility of new cemeteries, further development of existing cemeteries, and availability of resources.
- Operates and maintains VA national cemeteries as national shrines that commemorate service and sacrifice.
- Through the Executive Director of Cemetery Operations, works with the NCA Business Process Improvement and Compliance Service to establish operational standards and measures to quantify the levels of appearance and services required of national shrines.
- Oversees ongoing assessments of progress in achieving national shrine status.

- Determines resource requirements necessary to maintain outstanding interment and memorialization operations, and grounds, infrastructure and equipment maintenance.
- Identifies environmental aspects associated with the operations and activities performed at VA cemeteries. Supervises to ensure that cemetery environmental activities are conducted properly, maintaining compliance and minimizing impact to the environment.
- Informs Veterans, eligible family members, DoD members, VSOs, and other stakeholders about burial and memorial benefits.
- Works with NCA Human Capital Management to ensure the recruitment, selection, development and performance management of employees.
- Develops subordinate leaders at cemeteries and holds them accountable.
- Ensures compliance and support for Equal Employment Opportunity principles at all levels of the organization.
- If application is made for reimbursement under NCA's Casket and Urn Reimbursement Program for certain Veterans, verifies that burial receptacles meet program requirements.
- Establishes Emergency Preparedness Plans to prepare for internal and external emergencies and contingency situations.
- Establishes and implements comprehensive Occupational Safety and Health (OSH) programs to ensure safe and healthful working conditions for the workforce.
- Manages use of uncompensated workforce individuals to achieve goals (e.g., volunteers, Compensated Work Therapy participants, work study students, summer youth programs, court-ordered details, and prisoners).

Operations Management

Overview

Operations Management (41A1) manages correspondence related to Cemetery Operations between the NCA and Congressional offices, other governmental entities, and individual citizens.

- Evaluates and processes recommendations concerning donations of commemorative works, gifts and memorials to VA national cemeteries.
- Coordinates with district offices and national cemeteries on studies, information requests, and operation initiatives, and serves as Central Office representative on high-level field reviews.
- Develops and maintains policies, procedures and operational guidance affecting the Districts and the national cemeteries.

Integrated Operations Center

Overview

Integrated Operations Center (41A1A) manages the NCA watch officer team in the VA Integrated Operations Center to collect, coordinate and analyze information about administration activities

Functions and Activities

- Provides guidance to NCA Central Office, field facilities, and staff regarding timely and accurate flow of information to and from the VA Integrated Operations Center (VAIOC) Watch Team.

- Staffs the NCA Watch Officer position in support of the VAIOC that is responsible for collecting, analyzing, and coordinating information with VA and other Federal organizations, to include operations during contingencies and national or local emergencies.

- Implements and monitors VA policy regarding Integrated Operations Center requirements, including reporting, training, and system functions.

- Maintains communication and information exchange with NCA assets throughout the United States and with other VA and Federal operations centers such as the Department of Homeland Security (DHS) National Operations Center (NOC) and the National Response Coordination Center (NRCC) of the Federal Emergency Management Agency (FEMA) when activated.

Cemetery Development and Improvement Service

Overview

Cemetery Development and Improvement Service (CDIS) (41A2) is based in Indianapolis, IN with technical staff assigned at district offices and national cemeteries across the United States. CDIS provides leadership, coordination and direction for NCA real property land issues, and integrates cemetery operational requirements into major and minor construction project designs. CDIS provides technical and engineering guidance for cemetery operations; GPS/GIS national program initiatives; fleet vehicle and equipment program requirements; and research/development of new processes and technologies to improve national cemetery operations.

Functions and Activities

- Recommends and coordinates acquisition of new sites for future VA national cemeteries and the expansion of existing cemeteries based on evaluation of criteria for opening or expanding cemeteries, site locations, Veteran population, topography, access to property, historical and cultural significance of sites, and the potential for gravesite yield.

- Accomplishes technical design reviews for all NCA major and minor projects to ensure organizational consistency and compliance with established national shrine quality and functional requirements.

- Provides technical review and guidance for NCA construction projects involving pre-placed crypts and columbaria.

- Manages and oversees the NCA fleet and equipment program.

- Manages and oversees the research, development and design of new products, processes and procedures to improve burial operations and equipment for the future, including NCA's initiative to adopt green burial standards as an alternative burial option for Veterans.

- Manages and implements national program initiatives for the use of GPS/GIS technologies to permanently document cemetery and burial site features.

Office of the Deputy Under Secretary for Finance and Planning/CFO

Overview

The Deputy Under Secretary for Finance and Planning/Chief Financial Officer (42) directs and provides leadership for a broad range of management activities, including: budget and financial operations, strategic planning, performance management and reporting, demographic analyses, management and decision support, business and customer service process improvements, internal controls, program evaluations, Veterans Cemetery Grants Compliance and legislative and regulatory actions. As NCA's Chief Financial Officer, contributes to the overall improvement of financial management throughout the Department.

Functions and Activities

Policy and Planning

- Plans and directs nationwide demonstration programs for managing and improving service delivery.

- Oversees organizational analyses, studies, and reviews within NCA in support of strategic and operational plans.

- Manages development of strategies and performance measures NCA will employ to achieve its goals and objectives.

- Conducts recurring and special studies and prepares management reports covering all facets of NCA unique operations.

Budget Formulation/Execution

- Responsible for capital and performance budgeting. Executes NCA's budget.

- Formulates, justifies, and monitors budget requirements, funding, obligations, and expenditures for all NCA programs.

Financial Operations/Accountability

- Oversees the management of Government-wide card programs (purchase cards, fleet cards, etc.) for staff at all levels and all NCA locations.

- Provides agent cashier functions for NCA field offices that include the deposit and proper accounting of official and unofficial funds for all NCA appropriations.

- Leads the management of financial aspects of NCA's real property.
- Oversees NCA's nationwide managerial cost accounting function.
- Analyzes and applies NCA-specific internal controls and data on improper payments, financial statements and Government purchase cards.

Improvement and Compliance

- Monitors leadership responsibilities for internal controls and reporting.
- Oversees the NCA Organizational Assessment and Improvement (OAI) Program for national cemeteries and Central Office components.
- Oversees the Compliance Review Program (CRP) for State and Tribal Veterans cemeteries.
- Leads improvement and special projects related to the strategic goals of NCA.

Legislative and Regulatory Development:

- Ensures that NCA regulatory analysis, development, and review actions meet the regulatory and rule-making requirements.
- Oversees establishment and maintenance of NCA's formal policy publications program.
- Develops legislative proposals related to NCA provision of burial benefits; coordinates through VA and OMB; tracks proposal status.
- Coordinates the review and analysis of proposed and final legislation related to burial and memorialization, provides NCA views on proposed legislation to OCLA staff for response to Congress; provides technical assistance to VA/congressional members as required.

Policy and Planning Service

Overview

The Policy and Planning Service (42A) is responsible for NCA-level long-range planning and performance analysis and reporting efforts. This Service coordinates all long-range planning efforts for the Administration and supports both NCA Central Office and field units by providing workload and performance data analysis that is critical for informed decision making. The Policy and Planning Service is also responsible for developing policies that support, expand and enhance access to a burial option or memorial products for US Veterans who reside within the United States, Puerto Rico, and US Island Areas.

Functions and Activities

- Conducts organizational analyses, studies, and reviews within NCA to support the development of operational plans that affect the future needs of the Administration.
- Initiates studies and develops plans to meet future needs of NCA, and those whom we serve.

- Ensures implementation of the Government Performance and Results Act Modernization Act requirements, including managing long-range and operational planning processes that set forth the future direction of NCA.
- Consults with all elements of NCA to develop NCA strategic goals and objectives.
- Works with planning officials throughout the Department and other executive branch agencies to ensure NCA long-range plans are integrated with the plans of the SECVA and external entities.
- Determines the strategies, performance measures, and data NCA will employ to measure progress toward the accomplishment of desired goals.
- Directs NCA efforts to capture and report needed data utilizing a full range of information systems and customer survey instruments.
- Ensures NCA leadership has current, valid, and relevant client satisfaction data for all major benefits and programs that NCA delivers. Collects and maintains all client/customer and internal customer satisfaction data.
- Plans, develops, and promotes new policies that improve or enhance the completion of the NCA mission, and supports efforts for implementation throughout NCA.
- Serves as the Systems Administrator for the NCA Management and Decision Support System that ensures the accuracy and integrity of workload and performance information.
- Identifies the need for and directs the accomplishment of special studies and investigations that report on the status and effectiveness of burial and memorial benefits and services provided by NCA, the impact of external public and private activities and conditions on burial and memorial services and benefits, and the effect of burial and memorial services and benefits on other Federal, state and local activities. Oversees NCA's Customer Service Excellence Recognition program.

Budget Service

Overview

Budget Service (42B) manages the planning, programming, formulation, preparation, execution, and reporting of NCA's budget and nationwide oversight of budget activities. This includes the development and analysis of budget estimates for all accounts and the development of NCA policy and procedures concerning all budget formulation and execution activities. Also provides workload and performance data analysis that is critical for informed decision making. Supports the development of plans and policies that support, expand, and enhance access to a burial option or memorial products for eligible Veterans and family members through Veteran population analyses that identify the present and future locations of Veterans and identifies current or potential future gaps in providing Veterans with reasonable access to a burial option.

Functions and Activities

- Programs, formulates, justifies, and monitors budget requirements, funding, obligations, and expenditures for all NCA programs, including unique requirements related to cemetery

operations and maintenance, major and minor cemetery construction projects, capital asset investment, historic properties, grants to states and tribal organizations to establish and maintain Veterans cemeteries, multiple burial benefits as established by Congress (interment, grave liners, outer burial receptacles, headstones, markers, and medallions), the NCA Gift Fund, and the NCA Facilities Operation Fund.

- Serves as liaison to Department Office of Management on budget matters and requests from the Senate and House Appropriations Committee staffers and OMB.
- Provides cost estimates on all proposed legislation affecting burial benefits.
- Monitors NCA's capital asset investment budget and plan, which includes construction and maintenance repair projects at VA national cemeteries.
- Monitors obligations, prepares Monthly Management Reviews (actuals to operating plans), and enables reallocation of resources to achieve program mission.
- Provides guidance to Central Office and Field operations on appropriate funding levels, purchases, travel policy, authorizations, and vouchers. Tracks and executes funding in support of Service Level Agreements, Interagency Agreements, and Memorandums of Understanding.
- Ensures funding justification materials and execution of funds complies with OMB Circular A-11 *Preparation, Submission, and Execution of the Budget.*
- Analyzes, develops, and justifies cemetery expansions and the asset repairs and improvements for NCA portion of the VA construction budget.
- Manages NCA's review of facility condition assessments.
- Provides NCA-specific data for the VA construction budget related to cemetery expansions and asset repairs and improvements.
- Conducts analysis of the VA Veteran Population data to serve as the basis for recommendations for optimum locations of proposed national cemeteries.
- Directs, develops, and produces recurring and special statistical and management reports covering all facets of NCA unique operations to include analyses of interment activities, gravesite usage, acreage usage and other cemetery performance data.

Finance Service

Overview

Finance Service (42C) conducts centralized accounting and financial accountability functions for NCA's 136 national cemeteries. Responsible for administrating good financial stewardship of accounting operations, internal controls, audit reviews, financial policy and reporting, financial statements, and oversees the administration's purchase card program.

Functions and Activities

- Oversees and manages Government-wide card programs (purchase cards, fleet cards, etc.) for staff at all levels and all NCA locations by determining appropriate policy, administration, and audit activities to meet facility-specific needs.

- Provides agent cashier functions for NCA field offices that include the deposit and proper accounting of official and unofficial funds for all NCA appropriations, including the NCA Operations and Maintenance Fund and the Agriculture Lease Fund.

- Monitors NCA's Accounts Receivables for employee debts and works in consort with the VA Finance Services Center for recording and collection of Vendor Receivables and Employee payroll-related debts. Monitors NCA's Account Payables for undelivered orders and works in consort with VA Finance Services Center for invoice payments.

- Monitors unapplied deposits and/or suspense accounts for proper recording of transactions.

- Oversees NCA Cemetery Gift Fund activities, including accepting and spending donated funds and materials. This fund was established in 1989 as a trust fund financed through gifts and bequests from donors.

- Serves as the NCA liaison with the OIG and the Independent Financial Statement Auditors for all financial matters related to NCA audits and develops NCA-specific remediation activities as necessary.

- Manages and monitors user access and permissions for all NCA-specific transactions in the Centralized Administrative Accounting Transaction System (CAATS).

- Oversees all NCA invoice payments and serves as the Invoice Payment Processing System (IPPS) NCA administrator.

- Analyzes and applies NCA-specific internal controls and data on improper payments, financial statements, Data Act, internal controls assessments, and Government purchase cards.

- Executes NCA's casket and urn/unclaimed remains reimbursements to state, tribal, local, and private funeral homes. Determines eligibility, approves payment, records execution.

- Manages the financial aspects of NCA's real property, including financial oversight of construction projects, works in process, asset capitalization, and any financial reporting of deferred maintenance and environmental liabilities.

- Oversees NCA's nationwide managerial cost accounting function.

- Participates in VA financial policy reviews, recommending changes and approval to the NCA CFO. Implements updated policy and internal control changes across NCA's finance community.

- Reviews accruals for accuracy. Analyzes payable balances for reasonableness and prompt payment.

- Provides formal NCA-specific training program for field staff with financial responsibilities at the NCA Training Center or via distance learning. Develops and maintains NCA-specific financial management systems unique to cemetery operations and memorial benefits. Determines system specifications and software requirements to ensure interconnectivity with the Department's core accounting system and compliance with Federal financial standards.

Improvement and Compliance Service

Overview

The Improvement and Compliance Service (42D) conducts multiple types of reviews to assess conformance to standards, identifies areas of potential improvement, and leads various improvement initiatives. As a basis for reviews, the Service also ensures that national cemeteries, and Veterans cemeteries receiving grants, have a current version of Operational Standards and Measures, and all cemeteries have current internal controls requirements for the Annual Statement of Assurance. Other key activities include: administration of the Annual Statement of Assurance process, Baldrige-based management assessments, performance recognition, and liaison responsibility for NCA with GAO, OIG, and the National Quality Council.

Functions and Activities

- Conducts regular evaluations of NCA's internal controls systems and provides reports, findings, and recommendations to NCA's CFO.

- Reviews reports, internal audits, and internal abatement plans to ensure compliance with the Federal Managers Financial Integrity Act.

- Serves as the NCA subject matter expert and liaison with the OIG and the GAO to determine appropriate NCA actions for all matters related to studies, audits, and investigations involving NCA programs and functions, and ensures that NCA action plans and other required follow-on actions are completed and reported in a timely manner.

- Conducts Veterans Cemetery Grants compliance reviews to ensure cemeteries receiving grants maintain grounds and service to NCA standards. Compliance reviews identify areas of strength and opportunity. Cemeteries considered provisionally compliant are required to submit an action plan and report on progress.

- Manages the NCA Organizational Assessment and Improvement (OAI) Program for national cemeteries and Central Office components. This program integrates Baldrige Performance Excellence Framework, Internal Controls, Performance Scorecards, and other key program areas to form a comprehensive organizational review and improvement system for NCA.

- Administers NCA's Organizational Excellence and Operational Excellence recognition programs aligned with review activities.

- Plans, develops, and maintains procedures and systems for assessing the effectiveness of operational and business practices throughout NCA Central Office, Districts, and VA national cemeteries.

- Leads improvement, redesign, and evaluation projects to improve organizational effectiveness. Develops, implements, and evaluates programs to prevent and correct unsatisfactory conditions and elements that influence the regulatory correctness and responsiveness of transactions and services.

Legislative and Regulatory Service

Overview

NCA's Legislative and Regulatory Service (42E) ensures that NCA has and maintains the legislative and regulatory authorities for providing burial and memorialization benefits; develops and publishes necessary policy documents to inform the public and NCA staff of programmatic and operational decisions; and obtains necessary guidance from the Office of General Counsel in support of NCA's leadership and management.

Functions and Activities

- Ensures that NCA's regulations are developed and revised in accordance with the Administrative Procedure Act, reflect or interpret statutory authorities, and provide enough information to alert the public of the benefits offered by NCA and processes to obtain those benefits.

- Establishes and maintains NCA's formal policy/procedures publications program that supports all NCA offices/programs by identifying the need for and publishing nationwide policy and procedural guidance.

- Advises NCA senior executives on all legislative issues.

- Coordinates the review and analysis of proposed and final legislation related to burial and memorialization, provide NCA views on proposed legislation to OCLA staff for response to Congress; provides technical assistance to VA/congressional members as required.

- Coordinates NCA briefings regarding legislation with congressional staff and members, including preparation of staff for testimony on legislation regarding burial benefits and related matters before Congress and briefings to congressional members and staff.

- Develops legislative proposals related to NCA provision of burial benefits; coordinates through VA and OMB; tracks proposal status.

- Serves as NCA liaison with the VA Office of General Counsel, provides subject matter expertise and coordinates research, review, and action/advice on all legal issues related to national cemetery operations and memorial and burial benefits for Veterans and dependents.

- Update and inform NCA staff of relevant changes to statutory or regulatory authorities.

Office of the Deputy Under Secretary for Management

Overview

The mission of the Office of Management (43) is to streamline the operations of NCA for greater efficiency and effectiveness. by integrating contracting, project management, site design, and human

capital, the Office is positioned to personalize and enhance the quality of its service to internal and external customers.

Functions and Activities

Human Capital Management

- Oversees and administers all human resources life cycle management for NCA, including staffing and recruitment, classification, training and workforce planning, special programs, policy and guidance, labor and employee relations, safety and health.

Design and Construction

- Oversees and collaborates on cemetery design and construction for all phases and aspects of minor construction and expansion projects in NCA.
- Oversees strategic efforts for systematic expansion of national cemeteries and interment space for eligible Veterans and family members.

Contracting

- Administers supply, acquisition, and contracting activities in compliance with Federal and VA acquisition regulations to meet the unique needs of NCA's national cemeteries, Districts, and headquarters elements.
- Assures SECVA's goals are met regarding small and Veteran-owned businesses.

Business Transformation and Requirements.

- IT Business Requirements and Administrative Service oversees development and sustainment of systems necessary to support NCA specific programs and missions while providing technical advice and guidance on new data management systems for future needs.
- Oversees the program that ensures NCA management and staff in all locations plan for and comply with Federal and VA requirements, policies and procedures concerning records management and access to records under the Freedom of Information and Privacy Acts.
- Oversees space management and property to ensure that all NCA Central Office employees' office needs are met.
- Oversees the management of new business and technology projects.
- Manages business operational design of new programs for business information systems.
- Oversees delivery of value and transformation of information systems for the NCA mission and goals.

Human Capital Management

Overview

Human Capital Management (43F) is responsible for all human resource products, services, and activities in NCA, including staffing and recruitment, classification, training and workforce planning, special programs, policy and guidance, employee and labor relations, emergency management, and health and safety.

Functions and Activities

- Delivers strategically aligned customer-focused human resources (HR) products and services to the NCA workforce.

- Administers and manages all delegated human resource authorities, including activities associated with NCA-unique employment requirements affecting recruitment and placement; position classification and management; employee and labor relations; employee benefits administration; emergency management, and health and safety.

Training and Safety

Overview

The Training and Safety division (43F1) delivers training and development opportunities that promote employee engagement, safe workplaces, outstanding customer service, and our national shrine commitment.

Functions and Activities

- Operates an NCA-specific training program that encompasses all activities performed by NCA staff in locations nationwide, including job functions ranging from manual and/or skilled physical labor to financial management to labor relations to performance and analysis functions.

- Manages NCA's leader development program, partnering with VALU and other organizations to ensure that NCA's current and future leaders are positioned for success.

- Oversees operation of the NCA National Training Center in St. Louis, MO, and through the NCA Director, Training, and Safety, provides NCA-specific and commercially unavailable technical and leadership training for Cemetery Director Interns, Cemetery Directors, and other field and central office personnel, to develop competency and reinforce uniform operating procedures and standards.

- Manages NCA's Cemetery Caretaker Apprenticeship Program (CemCAP) for homeless Veterans.

- Manages and oversees the NCA Occupational Safety and Health program, designed to meet the specific safety and health needs of staff administrative functions performed in office environments, and staff field functions performed during typical cemetery operations, such as grounds maintenance, burial activities and headstone or marker installation.

- Manages and oversees the NCA Office of Workers Compensation Program (OWCP).

- Manages and oversees NCA's emergency management program.

Human Resources Center – Indianapolis, IN

Overview

The NCA Human Resources Center (HRC) (43F3), located in Indianapolis, IN, is responsible for all HR operations and processing for NCA. The HRC administers the delegated HR authorities of the USMA.

Functions and Activities

- Responsible for providing advisory assistance, forms processing, regulatory interpretation, and personnel transaction coding for NCA employees and managers within all areas of HR, to include recruitment and placement; position classification and management; employee and labor relations; and employee benefits administration.

- Provides expert advisory opinions to NCA management in all areas of HR.

- Monitors, evaluates, and meets NCA obligations to report on HR performance metrics to identify trends, address process issues, and improve the HR process within NCA.

Policy and Programs

Overview

The Policy and Programs Division (43F2) is responsible for developing guidance, plans, and programs that inform and support NCA managers and employees on human capital management areas such as performance management, awards, employee engagement, surveys, onboarding, telework, workforce planning, health and wellness, and other workplace matters.

Functions and Activities

- Provides advisory services, training, and support to NCA leaders and managers to enhance their efforts to effectively manage the National Cemetery Administration.

- Leads efforts to design and fully utilize performance management systems to effectively communicate performance expectations and help achieve organizational goals.

- Develops and delivers well designed business practices, programs, initiatives, and tools that support employees and encourage their full engagement and participation in efforts to deliver exceptional service to America's Veterans.

- Ensures all NCA Central Office employees' space management and property management needs are met, to include space design, purchase of furniture, identifying swing space and movement of offices to and from swing space.

- Provides guidance to NCA field offices on space management, renovations, and moves.

- Provides workforce planning support to NCA leadership, staff, and field units, in the form of expertise and advice on staffing levels, position management, competency development, and succession planning.

- Oversees position management board (PMB) for NCA Central Office.

Diversity and Inclusion

Overview

The NCA Diversity and Inclusion (D&I) Office (43F2A) is responsible for the implementation of Federal law and regulation related to Equal Employment Opportunity/Affirmative Employment (EEO), D&I, and Civil Rights (CR programs). This office provides support to NCA senior leaders, managers, and employees nationwide on matters of diversity and inclusion, discrimination, equal employment, anti-harassment, workforce recruitment, and retention, reasonable accommodations, special emphasis programs, the national diversity internship program, and the NCA Minority Veterans Program. The D&I Director and staff also serve as liaisons to the Office of Resolution Management (ORM), in addressing and resolving allegations of employment discrimination as well as complaints of discrimination in the provision of services or access to NCA programs (Title VI and Section 504 complaints).

Functions and Activities

- This office serves NCA headquarters, district offices, and over one hundred field locations, which includes more than 1,800 employees.

- The D&I Director serves as the principal advisor to the head of the organization, subject matter expert, and national spokesperson for the organization in the areas of D&I, EEO/AE (including Special Emphasis Programs and reasonable accommodation), and the CR programs.

- The D&I Office is responsible for developing policy and responding to correspondence for the organization on all EEO/AE, D&I and CR matters, and acts as a liaison or spokesperson on such matters with persons or groups within and outside of the organization.

- The D&I office reviews and evaluates policies and programs to assess the impact on equal employment opportunity, workforce diversity, and workplace inclusion with specific focus on disparate impact based on prohibited factors (race, color, national origin, sex/gender (sexual orientation and gender identity), genetic information, age (40 and over), religion, parental status, individuals with disabilities, and retaliation). The D&I Office conducts analysis and recommends solutions to problems that impact EEO/AE, D&I, CR in establishing program priorities and direction to achieve optimum results for the organization. The D&I Office is responsible for assembling, consolidating, and submitting timely and accurate plans, information, and reports on the organization's EEO/AE and D&I programs status. These include Federally mandated plans and reports required by the Equal Employment Opportunity Commission (EEOC), the Office of Personnel Management (OPM), and White House initiatives.

- The D&I office administers the organizations Special Emphasis Programs (SEP) in accordance with VA policy and the VA D&I Strategic Plan, ensuring they are designed to eliminate barriers to EEO and promote workforce diversity and workplace inclusion.

- The D&I office does not perform any Federal EEO complaints processing functions under the control and authority of ORM.

- Processes reasonable accommodation requests for furniture and IT equipment solutions within NCACO. Provide advice to field locations on the development of such solutions at field locations.

Authorities

P.L. 88–38. The Equal Pay Act of 1963 (EPA).
P.L. 90-202. The Age Discrimination in Employment Act of 1967 (ADEA).
P.L. 93-112. Sections 501 and 505 of the Rehabilitation Act of 1973.
P.L. 95–555. The Pregnancy Discrimination Act of 1978.
P.L. 101-336. Title I of the Americans with Disabilities Act of 1990 (ADA).
P.L. 102-166. Sections 102 and 103 of the Civil Rights Act of 1991.
P.L. 103-446. Veterans' Benefits Improvements Act of 1994.
P.L. 110-233. The Genetic Information Nondiscrimination Act of 2008 (GINA).
38 U.S.C. Section 317. Center for Minority Veterans.

Contracting Service

Overview

Contracting Service (43C) provides real time procurement support throughout the NCA with a goal of securing supplies, services, and construction projects at a fair and reasonable price. The service provides guidance in accordance to the Federal Acquisition Regulations, Veterans Affairs Acquisition Regulations, and policies to ensure project coordination plus service delivery on a timely basis to the customer.

Functions and Activities

- Administers supply, acquisitions, services, construction, Architectural and Engineering services and contracting activities in compliance with Federal and VA acquisition regulations to meet the unique needs of NCA's national cemeteries, Districts, and headquarters elements. Analyzes and evaluates markets for unique supplies and services needed to meet NCA operational needs (such as grounds maintenance for cemeteries that are several hundred acres in size, outer burial receptacles or crypts, headstones, markers, and medallions production and delivery), develops procurement sources, and maintains relations with vendors. Advises NCA staff on planning, developing, and implementing statements of work, specifications, and strategies for standardization of items used at multiple locations and consolidated buys.

- Assures SECVA's goals are met regarding small and Veteran-owned businesses.

Design and Construction Service

Overview

The Design and Construction Service (43B) provides comprehensive project management of NCA's Minor Construction program. The service provides oversight, guidance and policy on construction standards and engineering/facility management activities. The service also develops future engineering/facility requirements/programs/projects.

Functions and Activities

- Oversees and collaborates on cemetery design and construction for all phases and aspects of minor construction and expansion projects in NCA. Authorizes release of funds and increases or adjusts funds based on project deliverables. Negotiates on behalf of VA/NCA in generating proposals regarding land planning, construction of new cemeteries, and the expansion and improvement of established national cemeteries.

- Oversees strategic efforts for systematic expansion of national cemeteries and interment space for eligible Veterans and family members.
- Advises NCA senior executives on utilization of appropriate methods to resolve construction-related issues.
- Serves as a technical resource in developing criteria to the Veterans Cemetery Grants Program and in the establishment, development, and expansion of State and Tribal Veterans cemeteries.
- Forecasts planning efforts in land acquisitions, fund allocation, construction estimates, project justifications, design and construction activities, and environmental compliance.
- Manages and monitors projects related to the construction program; issues delegation authorities for all minor construction projects.
- Provides technical review and guidance on national cemetery project and operational issues, including the specific areas of pre-placed crypts, columbaria, and national agronomy concerns.
- Conducts studies and develops operational plans in anticipation of future expansion and construction needs of NCA. Supports NCA strategic planning processes by analyzing plans to accomplish construction management requirements.
- Develops and evaluates annual minor construction operating plans and establishes and monitors milestones and monthly obligation budget target compliance. Supports the capital investment proposal process required for NCA construction in support of the annual VA planning and budget submissions.
- Coordinates implementation of legislation and executive orders affecting national cemetery operations related to energy conservation, recycling, “greening the Government” and related initiatives to ensure full NCA compliance.

Business Transformation, Sustainment and Requirements Service

Overview

The Business Transformation, and Requirements Service (BTRS) (43E) supports the transformation of the National Cemetery Administration (NCA) by modernizing the NCA wide IT applications capabilities. BTRS will address data weaknesses, expand end-user functionality (e.g. chain of custody tracking, Veteran case status, digital mapping, gravesite validation, online forms, etc.), re-architect to enable integration with enterprise services. Ultimately this will increase NCA employee and customer satisfaction in support of Veterans and their families. BTRS will lead the design, development, and deployment of the modernized architecture, while supporting the legacy requirements with the focus on reducing risk and optimizing resources.

The BTRS is also responsible for NCA Freedom of Information Act (FOIA), Records Managements, and Privacy Act (PA) Programs to ensure NCA compliance at all locations throughout the country. The BTRS also provides space management, property accountability, and information technology equipment support for the NCA Central Office (NCACO); and provides liaison and troubleshooting support to NCA field sites on property accountability and information technology equipment issues.

Functions and Activities

- Organizes the MBMS program to ensure business outcomes and value delivery.
- Ensures the delivery of short-term enhancements to the current business and web platforms.
- Stands up plans, approach and design for the long-term platform replacement.
- Represents NCA business leadership and their needs in dealings with Office Information and Technology (OIT).
- Ensures the MBMS solutions are designed and deployed in accordance with the Voice of the Business.
- Ensures a timely and cost-effective solution to meet the needs of the business.
- Manages partners for delivery of the overall Program within the constraints of scope, time, and budget.
- Collaborates with the strategic planning process to define the business vision and goals.
- Engages with the VA Budget process to ensure that funding and budgets are sized to deliver against the strategic goals.
- Advises and provides technical guidance to NCA senior management and other Federal and state agencies, Arlington National Cemetery, and various State Veterans' cemeteries on new data management systems.
- Engages with VA wide initiatives and Enterprise Architecture (EA) activities to ensure that enterprise models include NCA needs, and that EA artifacts include NCA inputs.
- Provides business architecture guidance and management to NCA to align the technology to its customers, people and mission.
- Leads business process re-engineering design and requirements.
- Ensures NCA complies with Federal and VA requirements, policies and procedures concerning access to records under the Freedom of Information and Privacy Acts.
- Ensures all records management and official forms are compliant with OMB and Paperwork Reduction Act standards.
- Serves as a liaison with field sites on all Tier II IT equipment issues including finance and budget planning for that equipment to ensure that NCA needs are communicated and funded.
- Provides guidance to all NCA field locations on maintaining accountability on the IT and non-IT equipment.
- Provides oversight and support to ensure NCA employees have most appropriate IT equipment and Tier II help desk tickets are resolved in a timely fashion.

Office of General Counsel

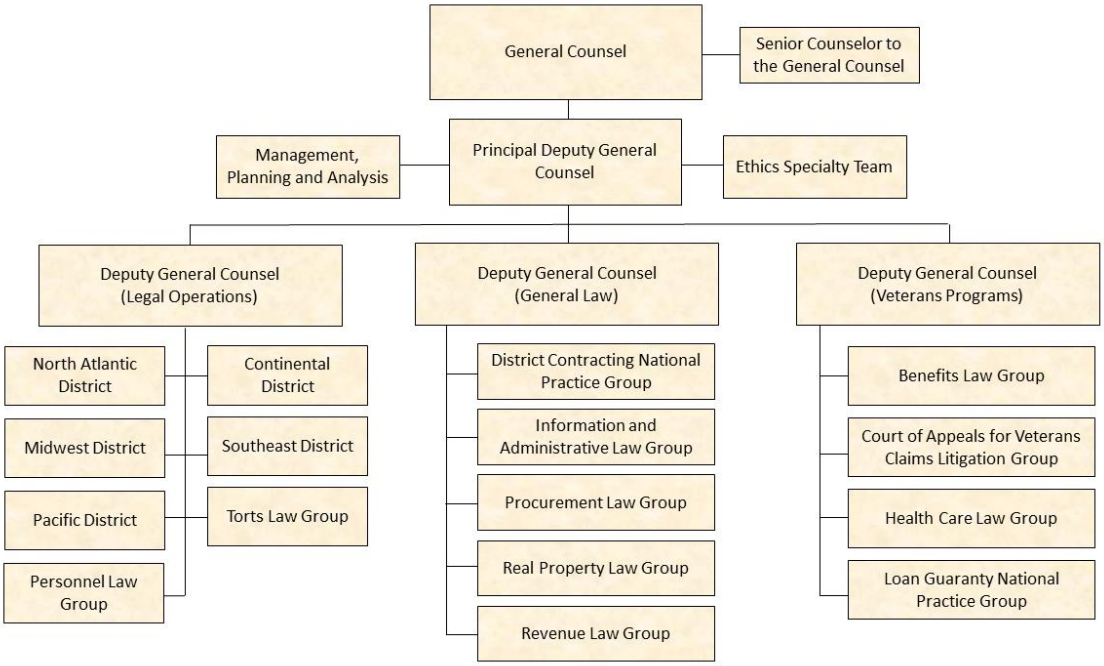

Figure 7 - Office of General Counsel

Alternate representation of the Office of General Counsel organization chart

Mission

The Office of General Counsel provides legal advice and services to the Secretary of Veterans Affairs (SECVA) and all organizational components of the Department. The General Counsel is, by statute 38 U.S.C. 311, the Department's Chief Legal Officer.

General Counsel

Overview

The Office of General Counsel (OGC) serves as VA's in-house counsel and is committed to ensuring that every member of OGC is focused on how OGC's work impacts Veterans and has an understanding and commitment to the business priorities of our VA clients many of whom directly serve Veterans.

OGC's attorneys act as business partners, providing sound legal expertise, and as needed, critical problem-solving skills and risk-management advice.

Functions and Activities

- OGC strives to provide real-time legal advice. Our goal is to be involved with Department decision-makers (our clients) during the initial phases of decisions and actions, rather than focusing only on defending actions after decisions have been made. This proactive, preventive-law approach promotes better outcomes and reduces risk.

- The General Counsel, Principal Deputy General Counsel, Deputy General Counsel for Legal Operations, Deputy General Counsel for Veterans Programs, and Deputy General Counsel for General Law advise the SECVA, Deputy Secretary (DEPSECVA), VA Chief of Staff (COSVA), and other senior Department officials regarding all laws, regulations, Executive Orders, and judicial precedent pertaining to the Department and its operations.

- OGC provides a full range of legal and litigation services, as well as support for legislative and regulatory activities through our Chief Counsels who lead eight Law Groups, five Offices of Chief Counsel in the Districts, two National Practice Groups (NPGs), the Court of Appeals for Veterans Claims Litigation Group (CAVCLG), and the Ethics Specialty Team (EST). OGC's internal administrative functions are handled by Management, Planning and Analysis.

Authorities

38 U.S.C. 311. General Counsel.
38 C.F.R. 14.500 et seq. Functions and Responsibilities of General Counsel.
VA Handbook 700. Administrative Investigations.
VA Directive 8002. Financial Disclosure Reports.
VA Handbook 8002. Financial Disclosure Reports.

Senior Counselor to the General Counsel

Overview

The Senior Counselor to the General Counsel reports to the General Counsel and provides legal counsel in matters relating to the Secretary's goals and priorities, as assigned, ensuring continuity and legal support in the assessment of the Department's processes and procedures. The Senior Counselor focuses on Department initiatives that cross-cut legal specialties and interface with other Federal agencies.

Principal Deputy General Counsel

Overview

The Principal Deputy General Counsel (PDGC) serves as senior legal advisor to the General Counsel on all matters received for consideration and/or action. The PDGC also provides oversight of OGC's provision of legal services and representation. The Deputy General Counsel (Legal Operations), the Deputy General Counsel (Veterans' Programs) and the Deputy General Counsel (General Law) report to the PDGC. The PDGC also serves as VA's Designated Agency Ethics Official (DAEO).

Management, Planning and Analysis

Overview

OGC's internal administrative functions are led by the Deputy Director, Management, Planning and Analysis (MPA).

Functions and Activities

- Manages budget execution, human resources, and logistics.

- Maintains the OGC's internal and client facing SharePoint sites, OGC's public facing website, OGC's internal newsletter and other strategic communication.

- Maintains a Law Library which contains legal reference material, including managing OGC's legal research contracts and collection of OGC letters and opinions from the 1920s to present.

- Provides planning and analysis services, including Strategic Planning, Client and Legal Priorities, Client Satisfaction, OGC Performance, and Reports Analysis Planning and Statistics.

Ethics Specialty Team

Overview

OGC's Ethics Specialty Team (EST) manages the Department's Ethics Program, assisting VA employees in complying with the Standards of Ethical Conduct for Employees of the Executive Branch, criminal statutes related to conflicts of interest, and other laws governing employee conduct. The EST is led by a senior executive Chief Counsel; and the Principal Deputy General Counsel, serves as VA's Designated Agency Ethics Official (DAEO). Clients contact the EST directly for advice on ethics issues.

Functions and Activities

- Oversees VA's Financial Disclosure Program: Information on the types of financial disclosure reports (Public (OGE Form 278 and OGE Form 278-T) and Confidential (OGE Form 450)), who must file, when, and with which forms. Also includes information about the STOCK Act and VA's list of positions required to file a confidential report.

- Conflicts of Interest and Impartiality: Provides Information regarding avoiding criminal conflict of interest violations and the appearance of partiality.

- Fundraising: Rules regarding Federal employee fundraising.

- Gifts: Information regarding Gifts From Outside Sources, Gifts Between Employees, Gifts to VA, Awards from Outside Organizations, free attendance at widely attended gatherings, and Gifts from Foreign Entities.

- Donated Travel: When an employee travels on official duty and a non-Federal entity pays for all or part of the travel, this is a gift to VA which must be approved by the appropriate officials through VA Form 0893.

- Misuse of Government Resources: Information on misuse of Government resources such as property, time, non-public information, and position. This also includes information regarding endorsement and governmental sanction.

- Outside Activities: Information on personal activities outside of VA position.

- Political Activities: Information regarding the Hatch Act, which governs the political activities of Federal employees.

- Seeking Employment and Post-Government Employment Restrictions: Information for employees who are seeking, or who have an arrangement for, non-Federal employment.

- Representation of Others before Federal Agencies or Courts: Information regarding the circumstances under which Federal employees are prohibited from representing others before a Federal agency or court.

Deputy General Counsel (Legal Operations)

Overview

The Deputy General Counsel (Legal Operations) supervises a team of Senior Executive Chief Counsels responsible for leading two Law Groups (Personnel Law, and Torts Law), and five Offices of Chief Counsel, one for each VA District.

Personnel Law Group

Overview

The Personnel Law Group provides advice to VA management regarding human resources (Title 5 and 38), labor relations, Equal Employment Opportunity (EEO), Merit Systems Protection Board, Office of Special Counsel (whistleblower retaliation), and immigration matters.

Functions and Activities

- Defends VA, promotes just results, and protects Agency resources. Protects employees by ensuring Agency actions do not violate laws, regulations, and policies which protect whistleblowers; ensuring disciplinary actions are sound, and defending them on appeal, to promote better service to Veterans.

- Develops and coordinates the Department's response to and provides legal advice regarding Congressional oversight requests and hearings, increases transparency and improves trust in VA, which benefits Veterans.

- Serves as Counsel for the Secretary and VA staff on cases before the Merit Systems Protection Board.

- Provides legal counsel for labor relations matters including representing VA during labor union negotiations.

- Provides litigation assistance to the US Department of Justice on major class action litigation before the U.S. Court of Federal Claims and in other cases filed in Federal court.

- Provides agency head reviews of all master collective bargaining agreements and local supplemental agreements.

- Provides technical legal review of all 38 U.S.C. 7422 decision memos.

- Provides subject-matter expertise in all matters involving labor relations, EEO, personnel, and immigration law.

- Drafts precedential, advisory, and informal OGC opinions related to personnel, labor, EEO, and immigration law matters.
- Oversees questions concerning affiliation and disbursement agreements, credentialing and privileging, state licensing boards, and the National Practitioner Data Bank.

Torts Law Group

Overview

The Torts Law Group provides advice and legal services regarding Torts, Personal Immunity and Department of Justice (DOJ) Representation.

Functions and Activities

- Performs legal review of administrative tort claims, negotiates claims and reconsiders denied tort claims.
- Provides legal support to U.S. Attorneys' Offices in tort litigation and monitors tort claim litigation in United States District Courts.
- Requests representation for Department officials who are sued in their individual capacity.

Offices of Chief Counsel in the Districts

Overview

There is one Chief Counsel Office in each VA District; each office is led by a senior executive Chief Counsel. Each Chief Counsel is responsible for providing legal advice and assistance to Directors and other officials at all VA facilities within their jurisdiction.

Functions and Activities

- Advises and represents management of VA facilities on issues relating to personnel and labor law.
- Advises VA facilities on issues relating to hospital administration, law enforcement, informed consent, and patient funds, among other matters.
- Provides other legal services and consultation as needed by VA field activities.

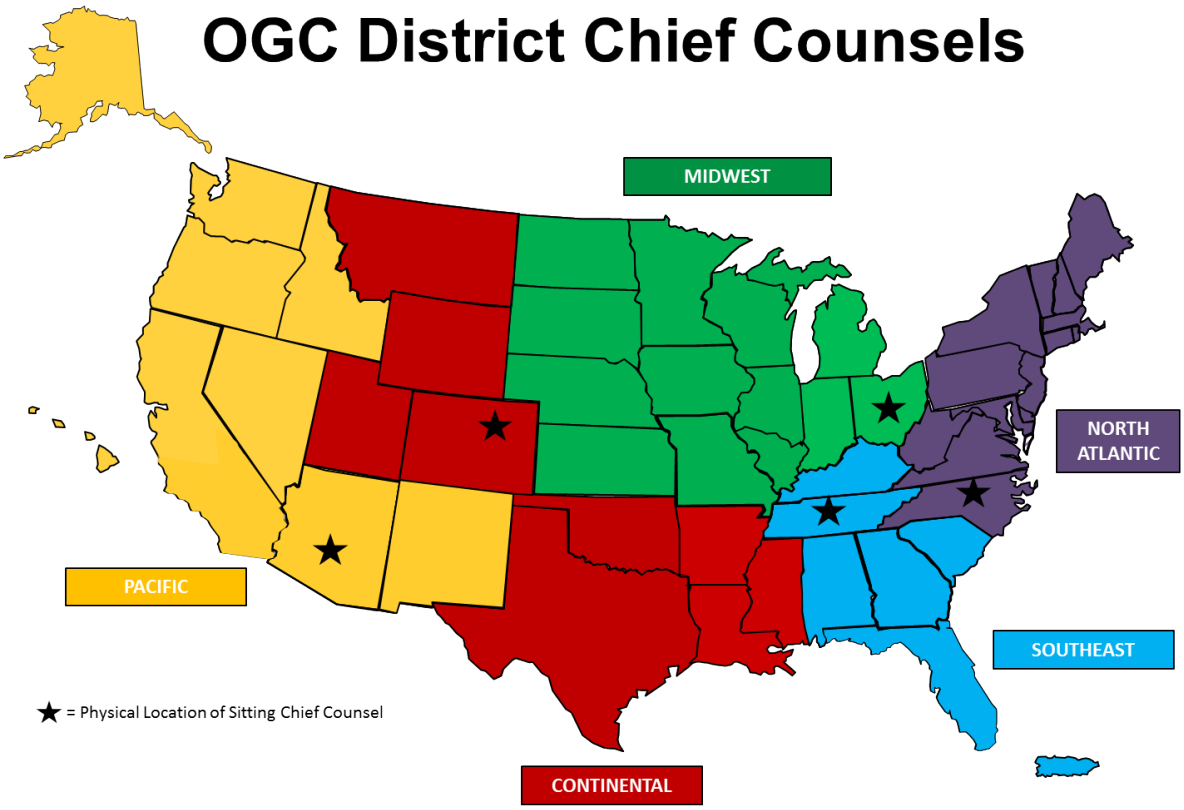

Figure 8 - Map of States Within VA Districts

Alternate representation of map of states within VA Districts

Deputy General Counsel (General Law)

Overview

The Deputy General Counsel (General Law) supervises a team of Senior Executive Chief Counsels responsible for leading four of OGC's Law Groups (Information and Administrative Law, Procurement Law, Real Property Law, and Revenue Law), and the District Contracting National Practice Group, a virtual nationwide team.

District Contracting National Practice Group

Overview

OGC's District Contracting National Practice Group provides legal advice, reviews, litigation representation, and support on matters pertaining to VA contracts, sharing agreements, and leases conducted by District contracting activities outside of the Office of Acquisition Operations.

Functions and Activities

- As in-house counsel for VHA contracting staff in the field, provides legal advice and support to ensure legally defensible acquisitions that deliver the best supplies, services, and facilities for Veterans.

- Serves as Counsel for the Secretary and VA in contract litigation before the Government Accountability Office, Civilian Board of Contract Appeals, U.S. Court of Federal Claims, and other Federal courts.

- Provides acquisition legal support for the seven Consolidated Mail Outpatient Pharmacies with an annual budget exceeding $3 billion.

Information and Administrative Law Group

Overview

Information and Administrative Law Group attorneys provide advice regarding Information Disclosure [Freedom of Information Act (FOIA) , Privacy Act, Health Insurance Portability and Accountability Act (HIPAA), Privacy, Information Security, and Breach Notification Rules, Title 38 confidentiality statutes], Electronically Stored Information (ESI) Disclosure, Touhy, Information Security and Technology, Records and Information Management, Data Governance, Federal Advisory Committee, Copyright and Trademarks, communications with Congress, appropriations law, law enforcement, and public-private partnerships.

Functions and Activities

- Provides subject-matter experts on Information Law, including privacy, disclosure, records and information management, information security and technology**.**

- Assists with the disclosure of electronically stored information (as ordered by courts or requested by parties as discovery in litigation, ordered by administrative bodies in administrative complaints, requested by congressional committees, directed by the Office of Accountability and Whistleblower Protection for internal investigations, requested by law enforcement agencies, directed by the Office of Special Counsel in investigation of retaliation and whistleblower complaints, and requested by the public under FOIA)**.**

- Provides advice on accommodation of Congressional oversight investigations.

- Serves as final arbiters of fact in administrative appeals under the FOIA and Privacy Act.

- Advises agency officials on information security matters, including responding to data breaches involving VA sensitive information.

- Negotiates terms of business associate agreements, data use agreements, and other agreements to safeguard VA data disclosed to other entities pursuant to HIPAA and other release statutes.

- Reviews terms of service and memoranda of understanding with social networking and other service providers to promote and protect VA's online presence.

- Reviews appropriation requests to Congress and advises VA senior leaders concerning the use of congressionally-appropriated funds.

- Renders advice on law enforcement matters, such as offenses on VA property, officer jurisdiction and authority, and cooperative agreements with local, state, and Federal law enforcement authorities.

Procurement Law Group

Overview

The Procurement Law Group provides guidance regarding Government Supply and Service Contracts, including information technology, Sharing Agreements (38 U.S.C. 8153), Bid Protest Litigation, post-award contract administration issues and litigation, and Debarment and Suspension.

Functions and Activities

- Partners with VA offices to secure legally compliant contracts which strike the best bargain for Veterans.
- Serves as Counsel for the Secretary and VA staff on cases before the Civilian Contract Appeals Board, Government Accountability Office, and U.S. Court of Federal Claims.
- Defends VA and prepares VA responses in all litigation related to agency contracts.

Real Property Law Group

Overview

Serves as full-service in-house and litigation counsel for Real Property matters (e.g., land acquisitions and disposals, medical facility leases, enhanced-use leases, easements, permits, and licenses); Personal Property matters (e.g., modular buildings, wheelchairs), Environmental Law; Energy and Utility Matters; Construction Matters; and Architect-Engineer Matters.

Functions and Activities

- Provides pre-award and post-award legal support for solicitations and contracts including participants on Integrated Product Teams and Contract Review Boards.
- Provides Transaction and Litigation support and assistance.
- Provides “first chair” legal services for matters filed at the Civilian Board of Contract Appeals, and the Government Accountability Office.
- Provides “second chair” legal services in support of the U.S. Department of Justice, for matters filed at the Court of Federal Claims, and in Federal District Court.
- Reviews Legislative, testimony, VA budget questions, and regulations.

Revenue Law Group

Overview

The Revenue Law Group recovers funds owed to the United States by using various legal-collection remedies, to include litigation in Federal and State courts.

Functions and Activities

- Provides legal services involving revenue to VA from health insurance carriers, claims to recover the cost of treatment for non-VA workers compensation, and personal injury claims.

- Supports VA's centralized debt collection program (the Debt Management Center), which includes the provision of legal services to employee debt appeals.

- Compromises, when appropriate, amounts owed to VA to maximize personal injury and workers compensation recoveries for Veterans.

Deputy General Counsel (Veterans Programs)

Overview

The Deputy General Counsel (Veterans Programs) leads the Law Groups that advise and support Veterans Health Administration, Veterans Benefits Administration, and National Cemetery Administration. The Deputy General Counsel supervises a team of Senior Executive Chief Counsels responsible for leading OGC's Benefits and Health Care Law Groups, the Court of Appeals for Veterans Claims Litigation Group, and the Loan Guaranty National Practice Group, a virtual nationwide team.

Benefits Law Group

Overview

The Benefits Law Group provides legal advice regarding benefits administered by the Veterans Benefits Administration (VBA) and the National Cemetery Administration (NCA), and with the assistance of the Department of Justice, represents the SECVA in litigation at the U.S. Court of Appeals for the Federal Circuit.

Functions and Activities

- Ensures compliance with laws, regulations, and policies affecting VA benefits (other than Loan Guaranty) and NCA operations (except Real Property), and that VA programs carry out the intended purpose of serving Veterans and protecting VA from litigation outcomes that are costly or inhibit efficient provision of service to Veterans.

- Administers the accreditation process which improves Veterans' access to qualified representatives.

- Supports the Department of Justice defense of benefits litigation.

US Court of Appeals for Veterans Claims Litigation Group

Overview

The U.S. Court of Appeals for Veterans Claims Litigation Group represents the SECVA in all litigation brought before the Court of Appeals for Veterans Claims (CAVC).

Functions and Activities

- Provides legal representation for the SECVA regarding appeals from BVA decisions to the CAVC, writs of mandamus seeking extraordinary relief, and applications for attorney fees filed under the Equal Access to Justice Act.

- Conducts legal research, participates in Court-led mediation sessions, drafts and files pleadings, and presents oral argument before the CAVC.

- Consults with program stakeholders to ensure the positions taken before the CAVC are consistent with the Secretary's goals and priorities and advises on ways to reduce litigation risks.

Health Care Law Group

Overview

The Health Care Law Group provides advice to the Veterans Health Administration regarding health care administration and operations, including eligibility for care, homeless programs, Veterans Canteen Service, patents, medical research, and non-profit research corporations.

Functions and Activities

- Ensures compliance with laws and that VA programs fulfill the intended purpose of serving Veterans, while protecting VA from costly litigation.

- Interprets and clarifies statutory requirements, facilitating timely and efficient provision of care in VA facilities and in the community, improving the Veterans' experience and access to health care.

- Facilitates research of value to Veterans by reviewing and assisting with Cooperative Research and Development Agreements, Material Transfer Agreements, Confidentiality Disclosure Agreements, Cooperative Technology Administration Agreements, Intellectual Property (IP) licenses, and Federal/Non-Profit funds for research.

Loan Guaranty National Practice Group

Overview

The Loan Guaranty National Practice Group provides necessary legal services for VBA's Home Loan Guaranty, Native American Direct Loan, and Specially Adapted Housing programs.

Functions and Activities

- Advises on issues related to the proper application of statutes and regulations, provides legislative services to the Department and Congress, assists in promulgating rules, and contributes to the efficient, legally compliant delivery of housing benefits to Veterans and Servicemembers.

- Coordinates with the White House, Federal agencies, and Government Sponsored Enterprises on issues related to the Nation's housing finance programs.

- Provides litigation assistance and serves as subject matter experts when the Department of Justice represents VA in litigation, appeals, or enforcement actions related to VA's home loan programs.

- Assists the Office of Inspector General and VBA in identifying and preventing false or fraudulent claims in the home loan programs.

- Conducts nationwide oversight of litigation that contract attorneys file in court to foreclose loans made or acquired by the Secretary or to recover possession of property acquired under the home loan programs.

- Helps ensure the Secretary acquires property that is marketable in the area where the property is located, thereby contributing to the short- and long-term solvency of the Veterans Housing Benefits Program Fund and the Native American Veteran Housing Loan Program Account

Office of Acquisition, Logistics, and Construction

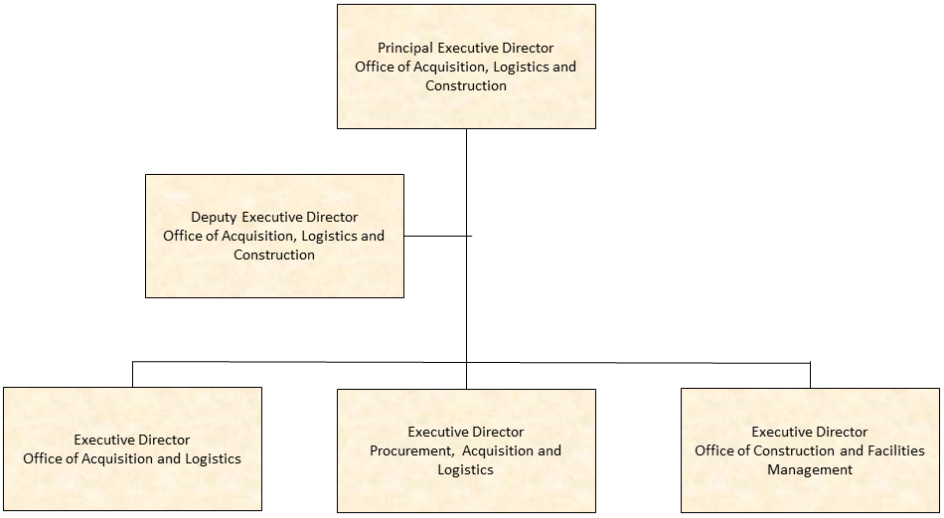

Figure 9 - Office of Acquisition, Logistics and Construction

Alternate representation of the Office of Acquisition, Logistics, and Construction organization chart

Office of the Principal Executive Director

Overview

Provides a full range of innovative, cost-effective business solutions, and responsible services tailored to meet the ongoing and emerging needs of our customers in their support of America's Veterans and their families. For more information, please visit http://www.va.gov/oalc/.

Functions and Activities

Establishes and oversees enterprise acquisition policy, processes, and education. Also serves as Chairman of the VA Acquisition Executive Council.

- Serves as the Department's Chief Acquisition Officer and principal advisor to the Deputy Secretary on acquisition-related items.
- Develops and maintains the acquisition career management program. Trains and certifies the entire acquisition team through the operation of the VA Acquisition Academy.
- Manages and establishes standards for VA's enterprise wide acquisition technology tools.
- Formulates, reviews, and implements enterprise wide acquisition policy, ensuring compliance with Federal acquisition policy promulgated by Office of Federal Procurement Policy, legislation, and other regulatory entities.
- Develops VA Supply chain management policy and monitors enterprise wide operations.

- Provides strategic direction and management oversight of VA's delegated authority from the General Services Administration (GSA) to establish and maintain Federal Supply Schedules for health care system, commodities, and equipment.
- Establishes performance measures for the agencies acquisition programs.
- Develops and oversees acquisition operations for the Department.
- Serves as the primary advisor to the Deputy Secretary on acquisition operation related items and co-chairs VA's Senior Procurement Council.
- Oversees the formulation of plans and acquisition strategies.
- Ensures the provision of acquisition services to the Department. Serves as Chairman of the VA Revolving Fund Board of Directors.

Develops and oversees VA's major construction program and leasing activities.

- Serves as the primary advisor to the Deputy Secretary on construction and lease-related items.
- Manages the progress of specific construction and lease projects.
- Promulgates VA's construction, leasing, and historic and environmental preservation polices and standards.
- Reviews, presents and defends the requested budget for VA's major construction and leasing program.
- Oversees the formulation of plans and acquisition strategies for the procurement of land, and construction and leasing services.
- Provides management and oversight of facility engineering operations for strategic capital investment and project prioritization.
- Establishes and implements enterprise wide processes and tools to support and standardize the construction and leasing process.

Deputy Executive Director of Acquisition, Logistics and Construction

Overview

Supports the Principal Executive Director (PED) in the delivery of a full range of innovative, cost-effective business solutions, and responsible services tailored to meet the ongoing and emerging needs of our customers in their support of America's Veterans and their families. For more information, please visit http://www.va.gov/oalc/.

Functions and Activities

- Functions at the Principal Deputy Assistant Secretary level. Serves as the PED's primary advisor on matters pertaining to VA's acquisition and construction management programs, practices, applicable laws, and regulations.

- Supports the PED in establishing organizational goals and objectives and participates in intergovernmental acquisition functions, coordinates various operations with other Federal organizations.

- Responsible for supporting the PED in the development and implementation of OALC's strategic plans and initiatives and coordinating these activities with the Department's strategic activities.

- Serves as the Deputy Chief Acquisition Officer.

Authorities

P.L. 93-400, as amended by P.L. 96-83. Office of Federal Procurement Policy Act.
P.L. 108-136. Acquisition Reform Act of 2003 (SARA).
38 U.S.C. Part VI Chapter 81 Subchapter 1 §§ 8101-8119. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.
VA Handbook 100. Metric Transition Plan (Implementation Procedures).
VA Directive 1663. Health Care Resources Contracting - Buying, Title 38 U.S.C. 8153.
VA Directive 7000. VA Acquisition Policy.
VA Directive 7002. Logistics Management.
VA Handbook 7002. Logistics Management.
VA Directive 7125.1. Accountability.
VA Directive 7126.2. Procurement Sources and Programs.
VA Handbook 7126.2. Procurement Sources and Programs.
VA Directive 7128. Storage and Distribution.
VA Handbook 7128. Storage and Distribution Procedures.
VA Directive 7129. Federal Specifications, Standards, and Commercial Item Descriptions.
VA Directive 7179. Mandatory use of the Federal Strategic Sourcing Initiative for Domestic Delivery Services for Express and Ground Small Package Shipments and Express Heavyweight Shipments.
VA Directive 7240. Transportation and Traffic Management.
VA Handbook 7240. Transportation and Traffic Management.
VA Directive 7241. Transportation and Motor Vehicles.
VA Handbook 7241. Transportation and Motor Vehicles.
VA Handbook 7343.1. Direct Donation of IT and Research Equipment Procedures.
VA Handbook 7345. Sale, Abandonment, or Destruction of Personal Property.
VA Directive 7348. Utilization and Disposal of Personal Property.
VA Handbook 7348. Utilization and Disposal of Personal Property.
VA Directive 7349. VA Acquisition Corps (VAAC).
VA Handbook 7349. VA Acquisition Corps (VAAC).
VA Directive 7401.3. Selling Authority Certification.
VA Handbook 7401.3. Selling Authority Certification.
VA Directive 7401.6. Limited Authority to Pay by Purchase Card.
VA Handbook 7401.6. Limited Authority to Pay by Purchase Card.
VA Directive 7401.7. Unauthorized Commitments and Ratification.
VA Handbook 7401.7. Unauthorized Commitments and Ratification.

VA Directive 7402. VA Acquisition Program Management Framework (APMF) Policy.
VA Handbook 7402. VA Acquisition Program Management Framework (APMF) Procedures.
VA Handbook 7403. Federal Acquisition Certification for Contracting Officers Training (FAC-COR).
VA Directive 7408.1. Requesting Waivers from the Requirement to use VA Federal Supply Schedules.
VA Handbook 7408.1. Requesting Waivers from the Requirement to use VA Federal Supply Schedules.
VA Directive 7433.2. Bid Protest Decision Letter.
VA Directive 7433.3. Alternative Means of Dispute Resolution (ADR) Program for Acquisitions.
VA Handbook 7433.3. Alternative Means of Dispute Resolution (ADR) Program for Acquisitions.
VA Directive 7501. Construction Project Liaison with Paralyzed Veterans of America (PVA).
VA Directive 7512. Seismic Safety of VA Buildings.
VA Directive 7531. Acquisition of Artwork, Decorative Furnishings and Decorative Items.
VA Directive 7545. Cultural Resource Management.
VA Handbook 7545. Cultural Resource Management Procedures.
VA Directive 7631. Quarters Management.
VA Handbook 7631. Quarters Management.
VA Directive 7632. Compliance with Randolph-Sheppard Act.
VA Directive 7815. Acquisition of Real Property by Lease and by Assignment from General Services Administration.
VA Handbook 7816. Lease Management Procedures.
VA Directive 0023. Tier 1 Graphic Standards.
VA Directive 0100. Metric Transition Plan Implementation and Guidance.
VA Directive 0411. Completion Items Review Board.
VA Handbook 7002-1. Logistics Management Procedures.
VA Handbook 7127/4. Materiel Management Procedures.
VA Handbook 7127/5. Materiel Management Procedures.
VA Directive 7129/1. Federal Specifications, Standards, and Commercial Item Descriptions.

Office of the Executive Director, Office of Acquisition and Logistics

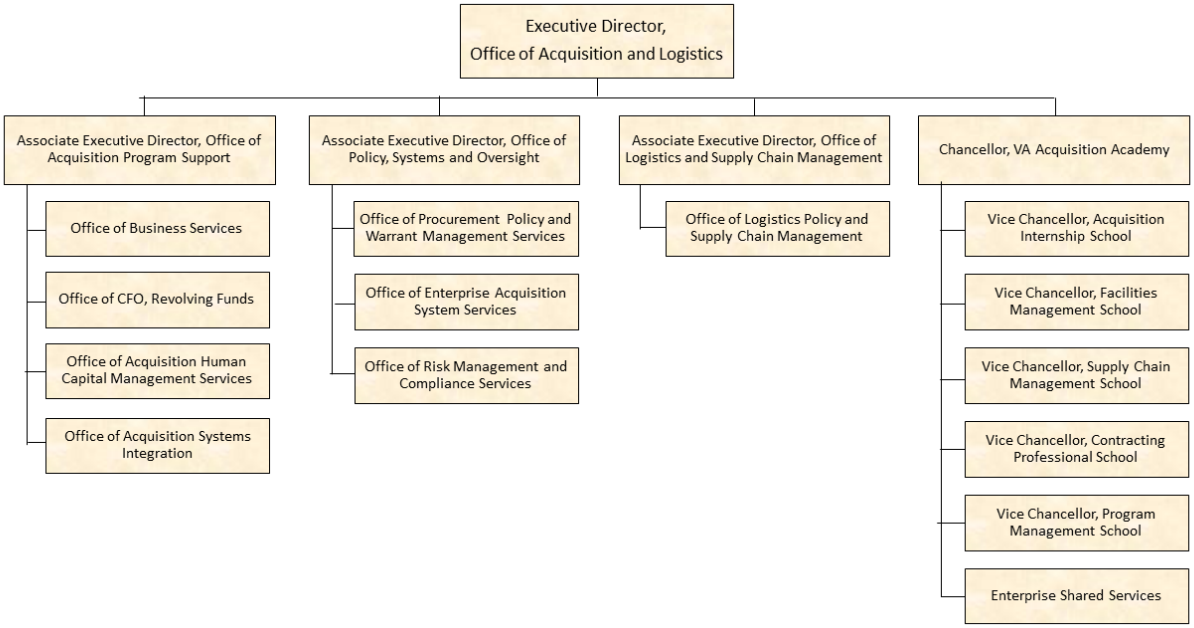

Figure 10 - Office of Acquisition and Logistics

Alternate representation of the Office of Acquisition and Logistics organization chart

Overview

Supports America's Veterans and families by delivering and enabling business solutions that meet the ongoing and emerging needs of our clients. For more information, please visit http://www.va.gov/oal/.

Functions and Activities

Responsible for the Department's acquisition and logistics policy development and enforcement functions:

- Serves as the Senior Procurement Executive (SPE) for the Department.
- Serves as the primary advisor to the Chief Acquisition Officer (CAO) and SECVA on all matters related to acquisition and logistics and assists the CAO in the planning and execution of enterprise business strategies and acquisition management.
- Establishes and manages all acquisition workforce policies and programs in the Department.
- Oversees acquisition management functions.
- Testifies before Congress on acquisition and logistics activities.
- Directs the full range of programmatic and oversight duties associated with acquisition and logistics policies and procedures, including procurement policies and procedures for the Department.
- Operates a variety of risk management, quality assurance, and compliance programs, and the contracting officer warrant program to ensure proper stewardship of Department resources.

- Oversees the development, deployment, and operational assessment of directives to effectively and efficiently implement Federal law, Presidential Executive Orders, and the Federal Acquisition Regulation (FAR).

- Develops and maintains VA's Acquisition Regulations (VAAR) and other Departmental acquisition and logistics guidance.

Represents the Department in matters pertaining to intergovernmental acquisition and logistics, policies and procedures, and coordinates intergovernmental support operations. Manages the Department's acquisition systems.

- Oversees the operation of enterprise acquisition management information systems and ensures timely and accurate acquisition reporting to the OMB and Congress.

- Provides operational performance assessments related to system use.

- Oversees implementation of system enhancements.

- Oversees acquisition support programs and processes.

- Establishes and manages all acquisition workforce policies and programs in the Department.

- Establishes and manages all acquisition workforce development policies and programs and manages the Federal acquisition workforce certification programs.

- Develops and deploys Department-level acquisition career management doctrine, policy and implementing regulations to ensure compatibility with overall VA objectives and Federal mandates.

- Directs the strategic planning, operational improvement and integrated performance management functions.

- Formulates, manages, and executes the VA Supply Fund, which supports spending across the Department in the excess of 19B annually.

- Directs the development of metrics and performance standards for all acquisition activities identifying potential systemic problems and/or continuous improvement opportunities.

- Identifies and applies new approaches and/or solutions to improve acquisition planning, execution, and workforce development.

Oversees supply chain management activities.

- Formulates VA-wide logistics and supply chain management doctrine, policy, and strategies for supplier relationship transformation, supply chain process improvement, strategic sourcing and product standardization.

- Ensures VA's logistics and supply chain management program complies with Federal law and regulation, presidential directives, and OMB mandates.

- Oversees a comprehensive review process to ensure VA's logistics programs are organized to achieve cost-effective solutions consistent with laws and regulations, sound business practices, and customer service expectations.

Establishes educational and training requirements and programs for the Department's acquisition workforce:

- Provides training and professional development curriculums based on acquisition workforce competency and certifications requirements established by OMB.

- Oversees the design, development, and management of the Federal Acquisition Certification in Contracting (FAC-C), Program and Project Management (FAC-P/PM), and Contracting Officer's Representatives (FAC-COR) training curriculum practices, procedures and protocols.

- Oversees curriculum development and training delivery of the Schools for Logistics Management and Construction and Facilities Management.

- Develops automated systems to collect and store acquisition workforce data to support VA's acquisition workforce certification program.

Authorities

P.L. 108-136. Acquisition Reform Act of 2003 (SARA).

Office of Acquisition Program Support

Overview

The Office of Acquisition Program Support provides the full range of mission support services and operations for efforts focused on Acquisition Workforce Professional Development and Credentialing, VA Revolving Funds Management, Human Resources Liaison requirements, Business Transformation, OAL Facilities and Emergency Preparedness.

Functions and Activities

- Manages a comprehensive acquisition career management program in accordance with Office of Management and Budget (OMB) and Office of Federal Procurement Policy (OFPP) Federal Acquisition Certification directives in the areas of Contracting (FAC-C), Contracting Officer Representatives, (FAC-COR), and Program and Project Management (FAC-P/PM).

- Develops policy and standards for the Applied Learning Center, analyzes results of competency assessments, and supports development of education and training programs to address acquisition workforce competency deficiencies. Works in close collaboration with the Chancellor of the VA Acquisition Academy to ensure that the Academy offerings are fully synchronized with acquisition workforce needs.

- Develops and maintains acquisition enterprise-level automated business systems requirements that support acquisition workforce management functions, including competency testing, records management, and reporting. Ensures acquisition stakeholder communities are knowledgeable in the use of these systems, develops operational performance assessments related to system use, and implements continuous process improvements.

- Develops, monitors, and supports succession planning for the acquisition workforce across the Department. Prepares an annual congressional report detailing the status of the Department's acquisition workforce.

Office of Business Services

Overview

Manages Business Services functions comprising two divisions: Human Resources Liaison (HRL) and Operations Support (OS).

Functions and Activities

- Responsible for providing an array of human resources services including advice, guidance, and processing, in conjunction with OAL's assigned HR servicing organization, of staffing, recruitment, classification, position management, benefits, employee/labor relations, performance management, award recognition, Equal Employment Opportunity issues, privacy issues, and actions to support the management and employees of the OAL organization.

- Coordinates with the appropriate offices to include OAL's HR servicing organization, the Office of Resolution Management, and the Privacy Office to complete the processing of human resources actions and resolve issues to ensure applicable laws, rules, regulations and policies are followed.

- Oversees a variety of operational and administrative support programs necessary to sustain business lines in the Office of Acquisition and Logistics (OAL) and the Office of Procurement, Acquisition, and Logistics (OPAL).

- Responsible for facility and workspace planning management systems; learning programs and the Talent Management System (TMS); travel management and the Federal Traveler program; internal procurement and the Government Purchase Card program; transit benefit management system; property management and equipment inventory; several components of EEO; emergency preparedness and Continuity of Operations (COOP) programs; organizational-wide employee training, education, and professional development; and intra-organizational procurement support. Coordinates with several offices, including VA Office of Management, General Services Administration, VA Operations and Security Preparedness, VA Office of Resolution Management, VA Construction and Facility Management, VA General Counsel, and the VA Office of Information and Technology.

- Administers, staffs, and manages OALC's Emergency Preparedness program which includes program officials and Watch Officers that provide coverage in the Integrated Operations Center (IOC), with 24/7 capability for monitoring all VA operations at VA Central Office, Washington, D.C. and nationwide. Manages the Emergency Relocation Group (ERG), Devolution ERG (DERG), and Reconstitution ERG (RERG) that serve as the organization's first responders for emergency support and disaster planning, and response and recovery operations.

- Publishes and maintains an Emergency Management Master plan outlining OALC emergency planning and support operations including COOP, disaster recovery, devolution operations, and related media that outlines the actions to be taken to ensure the continuation of OALC's Mission Essential Functions (MEFs), should the VA Central Office ever become unavailable or unsafe to conduct normal operations.

- Provides advice and assistance to ad hoc groups of VA emergency preparedness planners and analysts and conducts and serves on special committees that address emergency preparedness subjects, logistical resources, emergency and contingency planning and related disciplines. OS supports all VA fourth mission functions required under the National Response Framework (NRF) Emergency Support Functions (ESF) in support of Federal, state, local, tribal government, and non-governmental entities. OS monitors (jointly with Watch Officers) domestic and world situations, status of the VA IOC, COOP sites, and all VA components and subcomponents on the national, regional, and local levels.

- Provides around-the-clock acquisition and logistics policy support to the Department via the VA Integrated Operations Center.

Office of CFO, Revolving Funds

Overview

Manages VA's Supply and Franchise Funds (Revolving Funds).

Supply Fund

Overview

Formulates the budget and executes the VA Supply Fund that generates more than $18 billion in annual sales, provides over 1,000 full-time equivalent positions throughout the Office of Acquisition and Logistics (OAL), Office of Procurement, Acquisition, and Logistics, the Office of Small and Disadvantaged Business Utilization, and various legal, assessment, and administrative support positions throughout the Department.

Functions and Activities

- The Supply Fund recovers its operating expenses through surcharges on various products or services provided to Veterans and other Government agencies (OGA). VA organizations and facilities can use the 1VA+ Program to extend obligation authority of appropriated funds for short periods of time to support bona fide program needs.

- in partnership with the Finance Service Center in Austin, Texas, the Supply Fund recovers duplicate payments to vendors and unused credits from vendors.

- The Office performs a full range of accounting functions, including recording obligations and processing payments, maintaining financial records of the Supply Fund, performing financial analyses, and managing the annual fund audit process conducted by a private sector accounting firm.

Franchise Fund

Overview

The VA Franchise Fund was established under the authority of the Government Management Reform Act of 1994 and the VA and Housing and Urban Development and Independent Agencies Appropriations Act of 1997. VA was selected by the Office of Management and Budget (OMB) in 1996 as one of six Executive branch agencies to establish a franchise fund pilot program. Created as a revolving fund, the VA Franchise Fund began providing common administrative support services to VA and other government agencies in 1997 on a fee-for-service basis. In 2006, under the Military Quality of Life and Veterans Affairs

Appropriations Act, P.L. 109-114, permanent status was conferred upon the VA Franchise Fund. The mission of the VA Franchise Fund is to be the provider of choice of common administrative support services for VA and other government agency customers, enabling them to best meet their primary missions.

The VA Franchise Fund is comprised of an administrative office (Franchise Fund Oversight Office) and seven self-supporting lines of business (Enterprise Centers). The current VA Enterprise Centers include the following: The Financial segment (under the oversight of the Office of Management) including the Financial Services Center (FSC) in Austin, Texas, the Debt Management Center (DMC) in St. Paul, Minnesota and the Records Center and Vault in Neosho, Missouri; the Personnel, Security and Law Enforcement segment (under the oversight of the Human Resources Administration) including the Security and Investigations Center (SIC) and the Law Enforcement Training Center (LETC), both in North Little Rock, Arkansas and the Human Resources Enterprise Center (HREC) in Washington, DC; and the Information Technology segment, including the IT Infrastructure Operations (ITIO) Center in Austin, TX (under the oversight of the Office of Information and Technology).

The directors of the individual Enterprise Centers and their staffs are responsible for customer satisfaction, support to the VA lines of business, Enterprise Center business planning and development, staffing, and execution of day-to-day business activities consistent with their annual business plans. The VA Franchise Fund Oversight Office and the Revolving Funds Chief Finance Officer is accountable for enterprise best practices, standard business plan development, fiduciary audits, and financial stability of the VA Franchise Fund in accordance with statutes, regulations, and policies.

Functions and Activities

- Provides policy, process, guidance, and direction to the seven Enterprise Centers (EC's) and any future Enterprise Centers for delivering exceptional customer service, high quality, reliable and consistent mission support services at lower costs.

- Briefs the Revolving Funds Board of Directors (RFBOD); draft and implement new policies for the VA Franchise Fund aligned with OMB policy memorandums and Unified Shared Service Management (USSM) emerging policies and processes. Accountable to deliver enterprise-wide performance dashboard and transparent performance metrics for enterprise mission support services performed by VA Enterprise Centers.

- In coordination with the Office of Management (OM) and the Office of Finance (OF), ensures clean audit results for the VA Franchise Fund. Takes appropriate actions related to all OIG and GAO findings on the VA Franchise Fund to ensure compliance with fiduciary requirements and Federal Government best practices.

Office of Acquisition Human Capital Management Services (AHCMS)

Overview

Operates under the direction of VA's Departmental Acquisition Career Manager (ACM), who also serves as the Director, Acquisition Human Capital Management Services, advises and assists VA's Chief Acquisition Officer (CAO) and senior leadership in fulfilling and managing VA's acquisition workforce's professional development.

Functions and Activities

- Provides policy development and management of VA's Federal Acquisition Certification (FAC) – Contracting (FAC-C), Program and Project Manager (FAC-P/PM), and Contracting Officer's Representative (FAC-COR) certification programs.

- Assesses and analyzes VA's acquisition workforce competency and certifications requirements and provides acquisition leaders, including Chief Acquisition Officer, Senior Procurement Executive, and Heads of Contracting Activity assessment metrics to support the workforce's professional development and future initiatives.

- Through strategic communications, outreach initiatives, collaborative forums, and engagement, keeps the acquisition workforce updated on changing VA and the Office of Federal Procurement Policy's (OFPP) policies, certification requirements, and other acquisition workforce initiatives.

- Develops and maintains reporting mechanisms for critical operational and transformational metrics and analyzes performance outcomes to identify potential systemic problems and continuous improvement opportunities.

- Provides complete and accurate data for the Department's FAC certification workforce to VA leadership for information, awareness and reporting to Congressional inquiries such as the VA-wide Acquisition Human Capital Workforce Plan which is provided annually to OMB.

- Oversees the implementation, management, and use of the Federal Acquisition Institute (FAI) Training Application System (FAITAS), to support the processing of all VA FAC requests.

- Develops partnerships and engages with external stakeholders, such as OMB, the Office of Federal Procurement Policy (OFPP), the Federal Acquisition Institute (FAI), other civilian agencies and professional organizations to ensure acquisition workforce preparedness, career and professional development, recognition, and exchange best practices.

Authorities

P.L. 81-152. Federal Property and Administrative Services Act of 1949 (as amended).
P.L. 108-136. Acquisition Reform Act of 2003 (SARA).
31 U.S.C. Economy Act (as amended).
GSA FSS Delegation for Selected Federal Supply Classification Groups of 1961 (as amended).
OFPP Policy Letter 05-01 of April 15, 2005, Subj: Developing and Managing the Acquisition Workforce.

Office of Acquisition Systems Integration

Overview

Manages Acquisition Strategic Planning and Acquisition Systems Integration functions comprising of two divisions: Systems Integration Division (SID) and Business Transformation Division (BTD).

Functions and Activities

- Develops and deploys departmental procurement performance measures to determine operational effectiveness, efficiency, and achievement of objectives. Develops and manages executive dashboards to support timely decision-making on critical OAL work functions.

- Sponsors acquisition strategic studies to identify and implement industry best practices and business processes related to Program Management and the Acquisition Program Management Framework (APMF). Develops policies and procedures to integrate the APMF across the Enterprise by establishing the appropriate links with the other elements of VA's Strategic Management Process (Planning, Programming, Budgeting and Execution (PPBE) and End - to - End Requirements). Establishing program management doctrine and develops program management policies and procedures to standardize proper activities throughout the Department. This includes the multi-phased and multi-team implementation of the APMF.

- Manages an internal acquisition customer satisfaction/outreach program to identify and resolve systemic problems to include necessary changes in customer's Service Level Agreements.

- Manages operation of VA's Acquisition Executive Council (AEC) to act as the governance structure for life-cycle acquisition management. Also plans and coordinates resource reviews with senior management on the operation of the AEC. Oversees the preparation of milestone status reports, briefings, and presentations for internal and external stakeholders.

- Coordinates with the VA Acquisition Academy (VAAA) to ensure academy program management course offerings are synchronized with the Department's program management doctrine.

- Develops policies and procedures to integrate the Department's overarching acquisition framework and related business management systems.

- Establishes program management doctrine and develops program management policies and procedures to standardize proper activities throughout the Department.

- Assists with resolving acquisition life-cycle management challenges.

- Supports the Department's Chief Acquisition Officer and senior leadership in fulfilling the acquisition program management oversight function of the Department.

Authorities

P.L. 81-152. Federal Property and Administrative Services Act of 1949 (as amended).
P.L. 108-136. Acquisition Reform Act of 2003 (SARA).
31 U.S.C. Economy Act (as amended).
GSA FSS Delegation for Selected Federal Supply Classification Groups of 1961 (as amended).

Office of Policy, Systems, and Oversight

Overview

The Office of Procurement Policy, Systems, and Oversight provides leadership and management to the Department-wide acquisition program, one of the largest within the Federal Government with annual spending exceeding $26 billion.

Functions and Activities

- Manages and directs the development, deployment, and operational assessment of directives to effectively and efficiently implement Federal law, Presidential Executive Orders, the FAR and other Department guidance across the acquisition enterprise.
- Formulates, reviews, and implements Department-level acquisition policy and guidance as it relates to the Department's acquisition activities.
- Represents the Department in matters pertaining to intergovernmental acquisition, and logistics policies and procedures, coordinates intergovernmental support operations.

Office of Procurement Policy and Warrant Management Service

Overview

The Office of Procurement Policy and Warrant Management Service formulates VA-wide procurement doctrine and policy. For more information, please visit http://www.va.gov/oal/about/pps.asp

Functions and Activities

- Formulates, reviews, and implements VA Acquisition Regulations, which supplements the FAR.
- Manages the Contracting Officer Warranting Program:
  - Coordinates the issuance of warrants through the Departments Senior Procurement Executive.
  - Reviews and processes Contracting Officer warrants for the Department.

Office of Enterprise Acquisition System Services

Overview

Directs the development, deployment, and maintenance of enterprise automated systems, including the Electronic Contract Management System.

Functions and Activities

- Develops and maintains acquisition enterprise-level automated business systems.
- Integrates business systems with other corporate systems such as financial management systems and conducts operational performance assessments.

Office of Risk Management and Compliance Service

Overview

Develops and implements procurement and risk management, quality assurance, and compliance activities. For more information, please visit http://www.va.gov/oal/about/rmc.asp.

Functions and Activities

- Monitors operational performance to ensure goals and priorities are met and program activities are controlled.
- Collects data to support internal measurement and assessment programs and prepares reports for the OMB and Congress.
- Manages the OMB Circular A-123 program to assess, monitor, and improve the effectiveness of internal controls associated with VA acquisition activities. As part of A-123 Assessment, conducts contract/order file reviews to assure compliance with Federal and Departmental regulations and policy.
- Manages VA's Suspension and Debarment program.
- Manages VA's Protest, Mistake-in-Bid, and Task/Delivery Order Ombudsman programs.
- Manages VA's Subcontract Compliance Review program.
- Manages the VA Labor Advisor program.
- Manages the VA Contract Performance Assessment Reporting System program.

Authorities

P.L. 108-136. Acquisition Reform Act of 2003 (SARA).
38 U.S.C. 8127(g). Small Business Concerns Owned and Controlled by Veterans: Contracting Goals and Preferences.
OMB Circular A-123Federal and Departmental Acquisition Regulations.

Office of Logistics and Supply Chain Management

Overview

Establishes, oversees, and ensures compliance with enterprise supply chain management policies.

Functions and Activities

- Formulates Department supply chain management doctrine (guiding principles) and policies, ensuring that supply chain functions are integrated effectively and efficiently with other key enterprise management functions. Formulates supplier relationship management and sourcing strategies. Reviews sourcing strategies to ensure they leverage industry capabilities consistent with Veteran service delivery models and Department resources.
- Analyzes Department buying practices to optimize the Department's purchasing power across diverse product and service commodity groups. Develops and monitors key supply chain performance measures to evaluate supply chain effectiveness, minimize risk to VA's critical supply chains operations, and identify supply chain business process improvement opportunities.
- Develops solutions to mitigate both operational (short-term) and strategic (long-term) gaps in VA supply chain capabilities. Ensures that Department policies comply with all Federal statutes,

regulations and mandates while providing maximum operational flexibility to achieve mission outcomes.

- Represents the Department at various Federal strategic leadership forums such as the Office of Federal Procurement Policy sponsored Government-wide Category Management Leadership Council. Serves as a principal advisor to various internal Department management councils such as the Acquisition Executive Council and the Senior Procurement Council.

- Executes specified operational enterprise logistics support activities including but not limited to: freight management; employee household goods movements; small package express delivery services; publications printing, storage and distribution; biomedical equipment repair services; high-tech medical equipment inspection and acceptance; and the procurement, storage and distribution of burial flags to survivors of deceased Veterans.

Office of Logistics Policy and Supply Chain Management Office (OLSCM)

Overview

Establishes, oversees, and ensures compliance with enterprise supply chain management policies.

Functions and Activities

- Formulates, reviews, and implements Department-level supply chain management policies, including strategic sourcing policies.

- Conducts logistics inspections and reports the health of supply chain operations of all facilities within VA.

- Ensures that supply chain functions are integrated with other key enterprise management functions.

- Monitors relations with VA's supplier community.

- Advises business owners and service providers (e.g., OIT) on enterprise logistics information technology requirements.

- Oversees supply chain management standards.

- Coordinates Federal property management inventory reporting.

- Participates in the Department Planning, Programming, and Budgeting system with respect to assigned areas of responsibility.

- Communicates and coordinates with other Government agencies and members of the public, as appropriate, in carrying out assigned functions.

- Prepares, publishes, and maintains VA Supply Catalog No. 3, the formal VA publication identifying and classifying VA items of personal property.

Office of Logistics Support Service (003A3B)

Overview
Provides specified logistics support services.

Functions and Activities
- Develops printing and publication policy and guidance.
- Provides a wide range of publications services to VA customers, including duplication and distribution services, design services, and preparation of detailed specifications for printed material.
- Manages and develops procedures for Departmental freight management, household goods movements and employee relocations, and small-package express delivery.
- Provides selected shipping and product distribution services for VA, such as all VA stocked forms and publications, burial flags, etc.

Authorities
P.L. 108-136. Acquisition Reform Act of 2003 (SARA).
P.L. 81-152. Federal Property and Administrative Services Act of 1949 (as amended).
Federal Management Regulation Subchapter B.
Federal Property Management Regulation §§ 101.
VA Directive and Handbook 7002/1. Logistics Management.
VA Directive and Handbook 7348. Utilization and Disposal of Personal Property.

VA Acquisition Academy

Overview
Provides learning opportunities to prepare, enable, and inspire a competent, certified (where applicable), qualified, and higher performing workforce for an acquisition function which delivers timely, best value solutions to serve Veterans and their families. The VAAA is in Frederick, Maryland. For more information, please visit http://www.acquisitionacademy.va.gov.

Functions and Activities
Oversees all VAAA schools and Office of Enterprise Shared Services:

- Leads and coordinates development and execution of overall VAAA Strategy, aligned with the VA mission.
- Operates the VAAA Planning, Programming, Budgeting, and Execution process for VAAA enterprise.
- Obtains appropriate levels of funding, personnel, and physical resources.
- Performs contract portfolio management, financial management, administration, and oversight.

- Aligns talent development progression with acquisition career progression, professional certifications, and projected workforce needs.
- Works in close collaboration with the Office of Acquisition Program Support to ensure that the VAAA offerings are fully synchronized with current and emerging acquisition workforce needs.
- Oversees VAAA enterprise customer service, customer satisfaction, and mission impact assessment and improvement.
- Builds and maintains strategic collaborative stakeholder partnerships with counterparts across OALC and OAL with OHRA and OPP, and with other Government agencies including Office of Management and Budget (OMB), Office of Federal Procurement Policy (OFPP), OMB Office of Personnel Management (OPM), General Services Administration (GSA), and Federal Acquisition Institute (FAI).
- Provides program management office resources and services for VAAA enterprise.
- Leads VAAA enterprise organizational change and strategic communications efforts.
- Oversees all VAAA public affairs and communication activities.
- Coordinates correspondence management for VAAA enterprise.

Acquisition Internship School (AIS)

Overview

Develops and delivers learning solutions for specially selected cohorts within the contracting component of the acquisition workforce, to prepare, enable, and inspire, competent, certified, qualified, and higher performing acquisition professionals, to provide timely, best value solutions to serve Veterans and their families.

Functions and Activities

- Engages stakeholders to manage stakeholder requirements and ensure that learning solutions align with policy, mandates, and acquisition workforce strategy, incorporate best practices and agency-specific case studies, and efficiently meet the mission performance needs of students and the stakeholders they serve.
- Establishes learning solutions strategy and curriculum to address current and emerging requirements, blending academic rigor, best practices, and real-world experiences.
- Develops and refreshes learning solutions to efficiently meet established requirements, incorporating VA-specific case studies where relevant to objectives.
- Delivers learning solutions in accordance with instructional design and VAAA quality standards, including:
    - Warriors to Workforce (W2W) intern program to train and educate wounded Veterans as either a contract specialist or program manager

  - Targeted learning interventions
  - Holistic, cohort-based, internship satisfying Federal Acquisition Certification in Contracting (FAC-C) training requirements
  - Applied acquisition management and leadership skills training
  - Conducts standardized assessments of learner, instructor, and learning solutions effectiveness in accordance with established VAAA standards and best practices
- Builds and maintains collaborative stakeholder partnerships with VHA, NCA, VBA, CFM, OHRA, OPM, educational partners, and VA Acquisition Internship Program / W2W Sponsors, and others.

Facilities Management School

Overview

The Facilities Management School develops and delivers learning solutions for the Facilities Management component of the acquisition workforce to prepare, enable, and inspire competent, qualified, and higher performing acquisition professionals to cost effectively construct, operate, and manage facilities to provide timely, best value solutions to serve Veterans and their families.

Functions and Activities

- Engages stakeholders to manage stakeholder requirements and ensure that learning solutions align with policy, mandates, and acquisition workforce strategy, incorporate best practices, and agency-specific case studies, and efficiently meet the mission performance needs of students and the stakeholders they serve.
- Establishes learning solutions strategy and curriculum to address current and emerging requirements, blending academic rigor, best practices, and real-world experiences.
- Develops and refreshes learning solutions to efficiently meet established requirements, incorporating VA-specific case studies where relevant to objectives.
- Delivers learning solutions in accordance with instructional design and VAAA quality standards, including:
  - Competency-based facilities management training, compliant with the Federal Buildings Personnel Training Act
  - Elective opportunities for continuous learning with approved CLPs, relevant to acquisition certifications and professions
- Conducts standardized assessments of learner, instructor, and learning solutions effectiveness in accordance with established VAAA standards and best practices
- Builds and maintains collaborative stakeholder partnerships with CFM, GSA, OPM, the Facilities Management Governing Board and others.

Supply Chain Management School

Overview

The Supply Chain Management School develops and delivers learning solutions for the Supply Chain Management and Logistics component of the acquisition workforce to prepare, enable, and inspire competent, qualified, and higher performing acquisition professionals to improve supply chain performance and management at all levels to provide timely, best value solutions to serve Veterans and their families.

Functions and Activities

- Engages stakeholders to manage stakeholder requirements and ensure that learning solutions align with policy, mandates, and acquisition workforce strategy, incorporate best practices and agency-specific case studies, and efficiently meet the mission performance needs of students and the stakeholders they serve.

- Establishes learning solutions strategy and curriculum to address current and emerging requirements, blending academic rigor, best practices, and real-world experiences.

- Develops and refreshes learning solutions to efficiently meet established requirements, incorporating VA-specific case studies where relevant to objectives.

- Delivers learning solutions in accordance with instruction, design and VAAA quality standards, including:

  - Competency-based Supply Chain Management training

  - Elective opportunities for continuous learning with approved continuous learning points (CLPs) relevant to acquisition certifications and professions

- Conducts standardized assessments of learner, instructor, and learning solutions effectiveness in accordance with established VAAA standards and best practices.

- Builds and maintains collaborative stakeholder partnerships with OLSCM and others.

Contracting Professional School

Overview

Contracting Professional School develops and delivers learning solutions for the contracting/procurement component of the acquisition workforce to prepare, enable, and inspire competent, certified, qualified, and higher performing acquisition professionals; and to provide timely, best value solutions to serve Veterans and their families.

Functions and Activities

- Engages stakeholders to manage stake holder requirements and ensure that learning solutions align with policy, mandates, and acquisition workforce strategy, incorporate best practices and agency-specific case studies, and efficiently meet the mission performance needs of students and the stakeholders they serve.

- Establishes learning solutions strategy and curriculum to address current and emerging requirements, blending academic rigor, best practices, and real-world experiences.
- Develops and refreshes learning solutions to efficiently meet established requirements, incorporating VA-specific case studies where relevant to objectives.
- Delivers learning solutions in accordance with instructional design and VAAA quality standards, including:
  - Competency-based core curriculum courses satisfying FAC-C training requirements
  - Competency-based core curriculum cohorts program training satisfying FAC-C training requirements
  - Applied acquisition management and leadership skills training
  - Elective opportunities for continuous learning with approved CLPs, relevant to acquisition certifications and professions
- Conducts standardized assessments of learner, instructor, and learning solutions effectiveness in accordance with established VAAA standards and best practices.
- Builds and maintains collaborative stakeholder partnerships with OFPP, FAI, and others.

Program Management School

Overview

Program Management School develops and delivers learning solutions for the Project/Program Management (P/PM) and Contracting Officer's Representative (COR) components of the acquisition workforce to prepare, enable, and inspire competent, certified, qualified, and higher performing acquisition professionals to manage projects, programs, and resources to provide timely, best value solutions to serve Veterans and their families.

Functions and Activities

- Engages stakeholders to manage stakeholder requirements and ensure that learning solutions align with policy, mandates, and acquisition workforce strategy, incorporate best practices, and agency-specific case studies, and efficiently meet the mission performance needs of students and the stakeholders they serve.
- Develops and refreshes learning solutions to efficiently meet established requirements, incorporating VA-specific case studies where relevant to objectives.
- Establishes learning solutions strategy and curriculum to address current and emerging requirements, blending academic rigor, best practices, and real-world experiences.
- Represents VAAA at meetings of Acquisition Executive Council, Senior Procurement Council, and other key acquisition and workforce development governing bodies.
- Delivers learning solutions in accordance with instructional design and VAAA quality standards, including:

  - Competency-based, core curriculum courses satisfying Federal Acquisition Certifications for Program/Project Management (FAC-P/PM), Contracting Officer's Representative (FAC-COR) training requirements, and FAC-P/PM Core Plus IT training requirements
  - Facilitated applied workshops for acquisition teams to address programmatic-specific needs throughout the program life cycle
  - Performance excellence/interdisciplinary skill development training
  - Holistic, cohort-based, fellows training satisfying Federal Acquisition Certification in Project/Program Management (FAC-P/PM) training requirements
  - Assistance in development of student post-training action plans to ensure immediate mission impact, and progress toward establishing a program/project management culture in VA
  - Applied acquisition management and leadership skills training
  - Elective opportunities for continuous learning with approved CLPs, relevant to acquisition certifications and professions
- Conducts standardized assessments of learner, instructor, and learning solutions effectiveness in accordance with established VAAA standards and best practices.
- Builds and maintain collaborative stakeholder partnerships with VALU, OIT, VHA, CFM, OFPP, FAI, and others.

Enterprise Shared Services

Overview

The Office of Enterprise Shared Services provides academic, administrative, and logistical support services to the VAAA enterprise to improve overall efficiency and effectiveness in meeting the VAAA and VA missions.

Functions and Activities

- Coordinates collection and reporting of standardized strategic and operational metrics for VAAA enterprise.
- Operates capable and secure facilities and infrastructure.
- Coordinates stakeholder engagement process for requirements management for VAAA enterprise.
- Coordinates annual learning solutions planning process for VAAA enterprise.
- Establishes standardized instructional systems design methodologies/strategies.
- Provides logistical support services to students and schools.
- Provides student registration services.
- Establishes standardized customer service strategies for VAAA enterprise.

- Builds and maintains collaborative stakeholder partnerships with VALU, EAS, OHRA, OIT, and others.
- Coordinates accreditation activities for VAAA enterprise.
- Coordinates stakeholder engagement and targeted marketing/outreach activities.
- Provides administrative support services for human resources, and other VAAA operations.

Authorities

P.L. 108-136. Services Acquisition Reform Act of 2003 (SARA).
P.L. 111-308, The Federal Buildings Personnel Training Act of 2010
Office of Federal Procurement Policy (OFPP) Policy Letter 05-01, Developing and Managing the Acquisition Workforce dated April 15, 2005.
OMB Memorandum, The Federal Acquisition Certification in Contracting Program, dated January 20, 2006.
OMB Memorandum, Revisions to the Federal Acquisition Certification in Contracting (FAC-c), dated May 7, 2014.
OMB Memorandum, The Federal Acquisition Certification for Contracting Officer Technical Representatives, dated Nov. 26, 2007 (FAC-COR).
OMB Memorandum, The Federal Acquisition Certification for Program and Project Managers, dated April 25, 2007 (FAC-P/PM).
OMB Memorandum, Revisions to the Federal Acquisition Certification for Program and Project Managers (FAC-P/PM), dated December 16, 2013.
OMB Memorandum, Revisions to the Federal Acquisition Certification for Contracting Representatives (FAC-COR), dated September 11, 2011

Office of the Executive Director of Procurement, Acquisition and Logistics

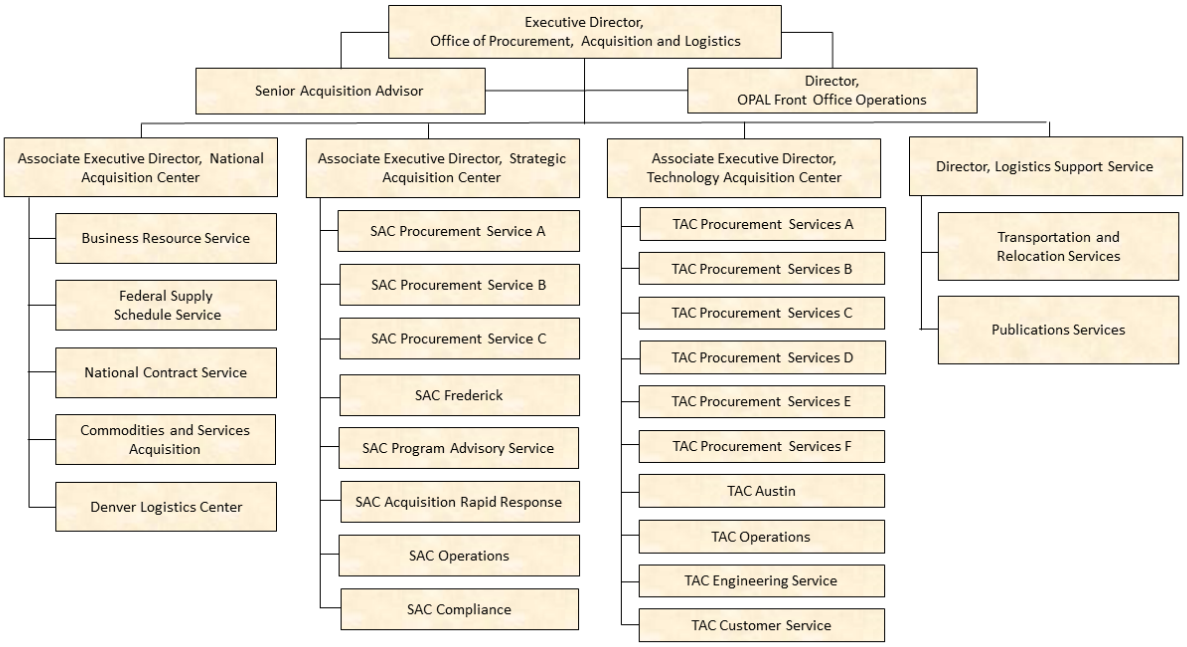

Figure 11 - Office of Procurement, Acquisition and Logistics

Alternate representation of the Office of Procurement, Acquisition, and Logistics organization chart

Overview

The Office of Procurement, Acquisition and Logistics (OPAL) enables our customers to provide best value solutions to Veterans and their families. OPAL has support offices in the following locations: Washington, D.C.; Hines, Illinois, Golden, Colorado, Eatontown, New Jersey; Austin, Texas; Fredericksburg, Virginia; and Frederick, Maryland. For more information, please visit http://www.va.gov/opal/.

Functions and Activities

- Serves as the primary advisor and high-level resource to the Principal Executive Director, OALC on acquisition-related items, and represents the Principal Executive Director in a wide variety of situations with VA, other Federal agencies, and the private sector.

- The OPAL Executive Director manages three of VA's Heads of Contracting Activities (HCAs), which direct acquisition, contracting, and contract administration for the Office of the Secretary, VA Administrations and VACO staff organizations, including OM, H&RA, and OI&T. These HCAs exercise direct-line authority for acquisition actions performed at the Strategic Acquisition Center (SAC), Technology Acquisition Center (TAC), and National Acquisition Center (NAC).

- Provides execution support of the Department's strategic sourcing programs and initiatives pertaining to information technology (IT) supplies, equipment, and services and non-IT medical supplies, equipment and services, in a manner that increases standardization, reduces cost, and increases transparency in support of the customers' requirements.

- Analyzes procurement data and ensures awarded procurement actions meet and exceed performance measures in accordance with the Department's acquisition program goals and objectives; and directs quality control programs to ensure OPAL procurement programs are carried out in accordance with Federal and Department acquisition regulations, authorities, policies, and practices.

- Formulates and recommends enterprise wide acquisition operations' guidance, plans, and strategies to leverage VA's buying power in support of the Department's mission, goals, and objectives, and provides advice and guidance to senior leadership in customer organizations.

- Establishes agreements between VA and other Federal and private organizations to promote economy and effectiveness in the supply process; and is responsible for the procurement management and oversight of VA's interagency agreements and national advisory and assistance contracts for customer organizations.

- Guides and directs development of comprehensive outreach, education, and training programs with OPAL customers to ensure quality and timely acquisitions.

- Fosters and maintains positive VA relationships with vendors and supplier community through participation in the administrative, education, community and social events of Federal, state, local, and other affiliated organizations involved with VA programs, VSO, and appropriate civic organizations, and represents VA on intergovernmental groups and councils, and coordinates VA acquisition programs with that of other Government agencies.

- Executes specified operational enterprise logistics support activities including but not limited to: freight management; employee relocations and household goods' moves; small package express delivery services; publications printing, storage and distribution; biomedical equipment repair services; high-tech medical equipment inspection and acceptance; and the procurement, storage and distribution of burial flags to survivors of deceased Veterans.

Authorities

P.L. 93-400, as amended by P.L. 96-83. Office of Federal Procurement Policy Act.
P.L. 103-355. Federal Acquisition Streamlining Act of 1995 (FASA).
P.L. 104–106. Federal Acquisition Reform Act of 1996 (FARA).
P.L. 108-136. Services Acquisition Reform Act of 2003 (SARA).
31 U.S.C. §§1535-1536. Economy Act.
48 C.F.R. Federal Acquisition Regulation (FAR) System, Chapter 8: Veterans Affairs.
Veterans Affairs Acquisition Regulation (VAAR).
DoD Sharing Agreement 2121, 2111.

Senior Acquisition Advisor

Overview

The Senior Acquisition Advisor position is designed to improve the overall accountability and control over the Office of Procurement, Acquisition and Logistics (OPAL) contracting activities.

Functions and Activities

- Serves as the primary advisor and high-level resource to the Executive Director, OPAL on acquisition-related items, and represents the Executive Director in a wide variety of situations with VA, other Federal agencies, and the private sector

- Evaluates effectiveness and economy of OPAL's procurement activities and makes recommendations on highly technical and complex acquisition issues, as well as acquisition projects that should be initiated, modified, or curtailed.

- Assesses the distribution of resources within the OPAL enterprise, identifies needed changes to OPAL's organization structure, and monitors established socio-economic program goals.

- Participates in procedures for reducing operating costs without impairing overall organization effectiveness, improvements to the overall system, and provides input regarding third party audits.

- Enhances the ability of the OPAL Executive Director to rapidly respond to and focus on vital strategic acquisition issues across the VA enterprise, and provides acquisition support to other Federal and States agencies, as needed.

OPAL Front Office Operations

Overview

With its staff of senior acquisition professionals, the OPAL Front Office Operations works to resolve acquisition issues for the OPAL enterprise. OPAL's Front Office staff seeks to ensure that the customers supported by OPAL, our internal staff, vendors, contractors, or other interested parties have a venue to raise concerns and seek assistance when they have questions about the acquisition process. For more information, please visit https://www.va.gov/opal/about/fo.asp.

Functions and Activities

- Serves as expert advisor to customers and acquisition personnel seeking to resolve high visibility or critical impact acquisition-related problems, which have not been resolved through normal or routine corrective actions.

- Provides acquisition support services to customers and becomes involved with pre-acquisition planning for complex, leading edge, challenging procurements to ensure packages correctly reflect the requirements and use innovative approaches.

- Develops and implements comprehensive outreach, education, and training program for OPAL customers and vendors to ensure quality and timely acquisitions.

- Conducts review and analysis of all unauthorized commitments, unsolicited proposals, and other acquisition-related documents that fall within the authority of the OPAL HCAs and facilitates the HCAs' approval of the associated procurement actions executed by the TAC, SAC, and NAC.

- Implements and executes a program of quality control and compliance to assure the OPAL acquisition program and its small business programs meet and exceed performance measures, in

accordance with procurement policy, regulations, and generally accepted criteria within the Federal Government.

- Maintains and improves VA relationships through participation in the administrative, education, community, and social events of Federal, State, local and other affiliated organizations involved with VA programs, Veterans Service Organizations, and appropriate civic organizations.

Authorities

P.L. 93-400, as amended by P.L. 96-83. Office of Federal Procurement Policy Act.
P.L. 103-355. Federal Acquisition Streamlining Act of 1995 (FASA).
P.L. 104-106. Federal Acquisition Reform Act of 1996 (FARA).
P.L. 108-136. Services Acquisition Reform Act of 2003 (SARA).
31 U.S.C. §§1535-1536. Economy Act,
DoD Sharing Agreement 2121, 2111.
Federal Acquisition Regulation (FAR).
48 C.F.R. Chapter 8. Veterans Affairs Acquisition Regulation (VAAR).

National Acquisition Center

Overview

The National Acquisition Center (NAC) is self-sustaining, revenue generating organization for VA's Supply Fund. With a staff of 291 employees, and locations in Hines, Illinois and Golden, Colorado, NAC is responsible for the establishment and administration of various national healthcare-related acquisition and logistics programs, which serve and benefit VA, our Veterans, and other Government agencies.

NAC has over 2,000 active contract vehicles, providing over 1 million line items and choices, with total contract values in excess of $10 billion annually in place encompassing commodities and services such as pharmaceuticals; medical/surgical supplies and equipment; high-tech medical systems; dental supplies and equipment; prosthetic/orthotic devices; clinical analyzers; telehealth devices; diagnostic test kits and sets; professional and allied health care services; reference labs; just-in-time distribution programs; drug repackaging; patient centered community care; dialysis services; batteries; and hearing aid repairs.

NAC works collaboratively with its customers and stakeholders to design quality, cost-effective acquisition programs and contract vehicles, which meet or exceed the customers' needs. NAC is comprised of five Service elements: Business Resource Service, Federal Supply Schedule Service, and National Contract Service located in Hines, Illinois, and the Commodities and Services Acquisition Service and Denver Logistics Center located in Golden, Colorado. For more information, please visit www.va.gov/opal/nac, or www.va.gov/opal/about/nac.asp, or send email to nac@va.gov.

Functions and Activities

Provides leadership, direction and operational oversight for its programs, the facility and staff. Develops and oversees national health care-related acquisition programs for VA and other Government agencies.

- Serves as the organizational Head of Contracting Activity and Competition Advocate.
- Develops and administers strategic business plan for the organization.
- Develops and maintains collaborative partnerships through outreach to and involvement of stakeholders, customers, and industry partners.
- Develops and leads a professional acquisition staff.
- Represents VA at various external Federal and Public panels and workgroups such as GSA's Governance Board, GSA Multiple Award Schedule Policy Workgroup, HHS's Committee for Bioterrorism, Federation of American Hospitals, National Equipment Manufacturers Association (NEMA), etc.
- Markets existing acquisition programs to other Federal and non-Federal agencies.
- Builds partnerships and establishes agreements to provide acquisition services to non-VA partners.
- Works with other Federal agencies to dissolve or consolidate competing programs and leverages combined requirements for the benefit of all.
- Provides transparency and effective communications concerning its programs and processes.

National Acquisition Center Business Resources Service

Overview

The NAC'S Business Resource Service is responsible for the day-to-day operations of the facility. Also provides facility management contracting for the building and contingency contracting support and assistance to VA, other Federal and state customers responding to natural and man-made disasters. For more information, please visit http://www.va.gov/opal/about/nacBrs.asp .

Functions and Activities

- Provides oversight and management of resources, space, budget, travel, training, and policies for the organization.
- Manages data warehouse tool and reporting related to programs, resources, metrics, accuracy, and compliances including NAC's robust Contract Catalog search tool. For more information, please visit http://www.va.gov/nac/.
- Responsible for government information related to FOIA, Privacy Act and electronic records management.
- Provides technical reviews of acquisition documents, solicitations, and contracts.
- Provides acquisition support and assistance to VA's Security and Preparedness, Office of Emergency Management, CDC's Strategic National Stockpile Program.

National Acquisition Center Federal Supply Schedule Service

Overview

The NAC's Federal Supply Schedule Service (FSSS) manages and administers GSA-delegated Federal Supply Schedule program encompassing health care-related products and services, which are used by VA, other Government agencies, State Veterans Homes, state/city/local government, and other entities approved by Congress. For more information, please visit http://www.fss.va.gov.

Functions and Activities

- Establishes and administers VA's Federal Supply Schedule Program.
- Responsible for nine Federal Supply Schedules.
- Reviews, negotiates, and awards new contracts daily.
- Administers daily over 1,750 active contracts.
- Issues over 6,000 modification actions annually.
- Trains and educates customers, stakeholders, contractors, and potential suppliers on the FSS programs, requirements, and processes.
- Develops and issues Federal Supply Schedule newsletter.

- Is an active participant with GSA on policy, procedure and process development and implementation.

National Acquisition Center National Contract Service

Overview

The NAC's National Contract Service (NCS) is responsible for the establishment, award, and administration of national standardization contract vehicles for pharmaceuticals, high tech medical equipment, and other health care-related commodities and services. For more information, please visit http://www.va.gov/opal/about/nacNcs.asp.

Functions and Activities

- Collaboratively partners with stakeholders and customers to develop and award cost-effective acquisition vehicles.
- Leverages various customers' requirements to achieve best pricing, terms, and conditions for all users.
- Establishes and awards national contract, national blanket agreements against the FSS and blanket ordering agreements with AbilityOne firms in support of VA, and other Federal agencies.
- Awards and administers prime vendor distribution (just-in-time) programs for pharmaceuticals and subsistence.
- Partners with DoD, Department of Health and Human Services (HHS), Bureau of Prisons, and other Federal customers on joint procurements of medical/surgical supplies, high-tech medical systems, and pharmaceuticals.

National Acquisition Center Commodities and Services Acquisition Service

Overview

The NAC's Commodities and Services Acquisition Service (CSAS) provides acquisition support primarily to VHA and our Veterans through the award, administration and delivery of prosthetic/orthotic products and services. For more information, please visit http://www.va.gov/opal/about/nac.asp.

Functions and Activities

- Awards and administers contracts for prosthetic, orthotic, and other medical devices (hearing aids, assistive listening devices, orthotic items, Telehealth devices).
- Awards and administers various healthcare related service contracts such as community care network, patient centered community care services, non-VA dialysis services, traumatic brain injury study, and VAAA training courses.

National Acquisition Center Denver Logistics Center

Overview

The NAC's Denver Logistics Center (DLC) provides logistics support primarily to VHA and our Veterans through the award, administration and delivery of prosthetic/orthotic products and services. For more information, please visit http://www.va.gov/opal/about/nacDLC.asp.

Functions and Activities

- Provides hearing aid repair services to our Veteran population.
- Provides logistical support in the ordering and delivery of hearing aids, hearing aid batteries, and home telehealth devices to our Veterans and VA facilities.
- Supports the procurement, storage and distribution of burial flags to survivors of deceased Veterans.

Authorities

P.L. 108-136. Acquisition Reform Act of 2003 (SARA).
P.L. 81-152. Federal Property and Administrative Services Act 1949 (as amended).
P.L. 93-400, as amended by P.L. 96-83. Office of Federal Procurement Policy Act.
31 U.S.C. §§1535-1536. Economy Act.
Defense Federal Acquisition Regulations (DFAR).
DoD Sharing Agreement 2121, 2111.
Federal Acquisition Reform Act of 1996 (FARA).
Federal Acquisition Regulation (FAR).
Federal Acquisition Streamlining Act of 1995 (FASA).
Federal Property Management Regulations (FPMR).
GSA Acquisition Manual.
GSA FSS Delegation for Selected Federal Supply Classification Groups 1960-Present (as amended).
VA Acquisition Regulation Part 847, Transportation Information Letter (IL) 001AL-10-01, Guidance for the Distribution and Replenishment of Burial Flags (Nov. 6, 2009).
VA Directive and Handbook 7125. Acquisition and Material Management Policy General Procedures.
VA Directive and Handbook 7126. Central Office Controlled Items.

Strategic Acquisition Center

Overview

The SAC provides highly-complex strategic sourcing and enterprise-wide, non-IT acquisition solutions for the provision of benefits and medical care to the Nation's Veterans. The SAC's offices are in Fredericksburg, Virginia and Frederick, Maryland.

Functions and Activities

- Serves as the organizational Head of Contracting Activity and Competition Advocate.
- Develops and oversees enterprise-wide, non-IT acquisition operations and provides direct contracting support to SAC's customer organizations, including VBA, VHA, NCA and HR&A.

- Executes the SAC's Strategic Sourcing Program by overseeing the formulation of plans and acquisition strategies, and accomplishing high-dollar, highly-complex procurements of medical technologies, supplies, equipment, and services identified for strategic sourcing throughout VA.

- Provides advice and assistance to SAC's customer organizations to develop market condition analyses and forecasts, product sources, Government cost estimates, and requirements documents to achieve the effective and efficient acquisition of goods and services.

- Provides acquisition support to other Government agencies, and is responsible for executing all non-field, non-IT Interagency Acquisitions/Agreements and Advisory and Assistance contract vehicles.

- Evaluates effectiveness and economy of SAC procurement activities; develops and implements improvement to SAC's business practices, and formulates and recommends acquisition operations guidance, plans, and strategies in support of SAC, OAO and Agency mission, goals and objective.

- Conducts analyses of procurement data to develop acquisition strategies that will leverage the SAC's and VA's buying power and collaborates with customers to develop appropriate strategies and timelines for all SAC acquisitions.

- Maintains positive relations with industry and supplier community, with the goal of achieving partnerships in support of the SAC's Strategic Sourcing Program.

- Provides comprehensive outreach, education and training to SAC customers and vendors to ensure quality and timely acquisitions and ensures the SAC's awarded procurement actions meet and exceed performance measures in accordance with the Agency's program goals and objectives, and contract requirements.

Strategic Acquisition Center (SAC) Procurement Services A, B, C and SAC-Frederick

Overview

The SAC's Procurement Service Directorates in Fredericksburg, VA and Frederick, MD are responsible for performing cradle to grave support for VA's non-IT acquisitions.

Functions and Activities

- Executes high-dollar, highly-complex procurement of supplies, equipment and services throughout VA.

- Develops and facilitates all pre-award, administration, and post-award procurement actions.

- Prepares appropriate packages and documents for all acquisitions that meet the threshold of the Contract Review Board process.

- Executes non-field Interagency Agreements and Advisory and Assistance Contracts.

- Conducts market research analysis, identifies product sources, establishes partnerships, and maintains positive relationships with customers and vendors in support of VA's mission requirements.

- Provides comprehensive training to customer organizations.
- Collaborates with customers to develop acquisition strategies and timelines for all acquisitions, as appropriate.
- Prepares acquisition packages and correspondence for HCA review and approval.

Strategic Acquisition Center (SAC) Program Advisory Service

Overview

The SAC Program Advisory Service (PAS) provides post-award support to VA's program offices for non-IT acquisitions.

Functions and Activities

- Provides cost, schedule, and performance expertise on critical Department programs.
- Coordinates post-award procurement actions.
- Provides comprehensive training to customer organizations.
- Ensures the SAC's awarded procurement actions meet and exceed performance measures in accordance with Agency's acquisition program goals and objectives, and contract requirements.

Strategic Acquisition Center (SAC) Acquisition Rapid Response Service

Overview

The SAC Acquisition Rapid Response Service (ARRS) provides pre-award support to VA's program offices for non-IT acquisitions.

Functions and Activities

- Provides expert advice and acquisition requirement package development services to VA's non-IT program offices.
- Collaborates and coordinates development of pre-acquisition market analyses, market forecasts, product sources, government cost estimates, and applicable requirements documents and justifications.
- Provides comprehensive training to VA program offices.
- Works with SAC's customers to develop acquisition strategies and timelines for all acquisitions as appropriate.

Strategic Acquisition Center (SAC) Operations Service

Overview

The SAC'S Operations Service is responsible for the development and implementation of comprehensive plans and strategies for the internal and external integration of day-to-day operations and long-range projects, actions and activities in support of the SAC organization.

Functions and Activities

- Provides oversight and management of resources, space, budget, travel, training, policies, and Government Purchase card orders below the micro-purchase threshold for the organization.

- Coordinates with appropriate offices, to include OPAL's HR servicing organization, the Office of Resolution Management, and the Privacy Office, to complete the processing of human resources actions and resolve issues to ensure applicable laws, rules, regulations and policies are followed.

- Primary advisor to the SAC Associate Executive Director concerning the administration of policies, procedures, and general information regarding the career development for SAC employees, to include currency status of the organization's acquisition workforce certifications: VA's Federal Acquisition Certification (FAC) – Contracting (FAC-C), Program and Project Manager (FAC-P/PM), and Contracting Officer's Representative (FAC-COR) certification programs.

- Performs various budget and accounting functions pertaining to the SAC, including formulation, justification, and/or execution of budgets and programs/projects; year-end closing to ensure proper and full use of provided funds; recording obligations and processing payments; recovery of operating expenses through surcharges on various products or services provided to Veterans and other Government agencies (OGA); and recovery of duplicate payments to vendors and unused credits from vendors, in accordance with all financial policies, procedures, regulations, and laws.

- Coordinates and prepares strategic plans and actions to ensure compliance and alignment with OALC, OPAL, and SAC missions and visions; manages a data driven risk assessment model to prioritize resource allocation and reporting related to SAC's procurement programs, resources, metrics, accuracy, and compliances.

- Facilitates various internal and external management studies, such as program reviews, performance audits, surveys, manpower staffing standards, and organization consolidations and/or realignments.

Strategic Acquisition Center (SAC) *Compliance* Service

Overview

The SAC Compliance Service provides quality control reviews to ensure policy adherence, performance measurements, and risk mitigation for all SAC acquisitions.

Functions and Activities

- Conducts quality control and compliance reviews to assure the OAO acquisition program is managed in accordance with procurement policy, regulations, and generally accepted criteria within the Federal Government.

- Prepares all SAC acquisitions that meet the threshold for Contract Review Board process and utilize Integrated Product Teams.

- Assists contracting staff to ensure electronic and physical procurement files contain required documentation.

- Conducts internal contract performance reviews and audits.

- Collaborates with SAC Program Advisory Service to ensure SAC procurement actions meet and exceed performance measures in accordance with the Agency's program goals and objectives, and contract requirements.

- Prepares procurement data reports for senior acquisition official's analysis and acquisition strategy development to leverage SAC and VA buying power.

- Ensures all SAC acquisitions that meet the threshold undergo a Contract Review Board process and utilize Integrated Product Teams.

Authorities

P.L. 108-136. Services Acquisition Reform Act of 2003 (SARA).
P.L. 93-400, as amended by P.L. 96-83. Office of Federal Procurement Policy Act.
Federal Acquisition Streamlining Act of 1995 (FASA).
Federal Acquisition Reform Act of 1996 (FARA).
31 U.S.C. §§1535-1536. Economy Act.
DoD Sharing Agreement 2121, 2111.
Federal Acquisition Regulation (FAR).
Veterans Affairs Acquisition Regulation (VAAR).

Technology Acquisition Center (TAC)

Overview

The TAC provides dedicated acquisition and program management expertise and support for life cycle management of enterprise wide solutions in information and technology (IT), primarily for the Office of Information and Technology (O&IT). The TAC's offices are in Eatontown, New Jersey and Austin, Texas.

Functions and Activities

- Serves as organizational Head of Contracting Activity and Competition Advocate.

- Develops and oversees enterprise-wide IT acquisition operations and provides direct contracting support for TAC's customer organizations, primarily O&IT.

- Executes the TAC's Strategic Sourcing Program by overseeing the formulation of plans and acquisition strategies, and accomplishing high-dollar, highly-complex procurements of IT supplies, equipment and services throughout VA.

- Provides acquisition support to other Government agencies and is responsible for executing all IT Interagency Acquisitions/Agreements, Advisory and Assistance contracts, and Federally Funded Research and Development Center contract vehicles.

- Provides advice and assistance to TAC's customer organizations to develop market condition analyses and forecasts, product sources, Government cost estimates, and requirements documents to achieve the effective and efficient acquisition of goods and services.

- Evaluates effectiveness and economy of TAC procurement activities; develops and implements improvement to TAC's business practices, and formulates and recommends acquisition operations guidance, plans, and strategies in support of TAC, OAO and Agency mission, goals and objectives.

- Conducts analyses of procurement data to develop acquisition strategies that will leverage TAC and VA buying power and collaborates with TAC customers to develop appropriate strategies and timelines for all IT acquisitions exceeding $100,000.

- Maintains positive relations with Industry and supplier community, with the goal of achieving partnerships in support of VA's IT acquisition programs.

- Provides comprehensive outreach, education and training to TAC customers and vendors to ensure quality and timely acquisitions and ensures the TAC's awarded procurement actions meet and exceed performance measures in accordance with the Agency's program goals and objectives, and contract requirements.

Technology Acquisition Center (TAC) Procurement Services A, B, C, D, E, F and TAC-Austin

Overview

The TAC's Procurement Service Directorates in Eatontown, NJ and Austin, TX are responsible for performing cradle to grave support for VA's IT acquisitions.

Functions and Activities

- Executes high-dollar, highly-complex procurement of supplies, equipment and services throughout VA.

- Develops and facilitates all pre-award, administration, and post-award procurement actions.

- Prepares appropriate packages and documents for all acquisitions that meet the threshold of the Contract Review Board process.

- Executes non-field Interagency Agreements and Advisory and Assistance Contracts.

- Conducts market research analysis, identifies product sources, establishes partnerships, and maintains positive relationships with customers and vendors in support of VA's mission requirements.

- Provides comprehensive training to customer organizations.

- Collaborates with customers to develop acquisition strategies and timelines for all acquisitions, as appropriate.

- Prepares acquisition packages and correspondence for HCA review and approval.

Technology Acquisition Center Operations Service

Overview

The TAC'S Operations Service is responsible for the development and implementation of comprehensive plans and strategies for the internal and external integration of day-to-day operations and long-range projects, actions and activities in support of the TAC organization.

Functions and Activities

- Provides oversight and management of resources, space, budget, travel, training, policies, and Government Purchase card orders below the micro-purchase threshold for the organization.

- Coordinates with appropriate offices, to include OPAL's HR servicing organization, the Office of Resolution Management, and the Privacy Office, to complete the processing of human resources actions and resolve issues to ensure applicable laws, rules, regulations and policies are followed.

- Is the primary advisor to the TAC Associate Executive Director concerning the administration of policies, procedures, and general information regarding the career development for TAC employees, to include currency status of the organization's acquisition workforce certifications: VA's Federal Acquisition Certification (FAC) – Contracting (FAC-C), Program and Project Manager (FAC-P/PM), and Contracting Officer's Representative (FAC-COR) certification programs.

- Performs various budget and accounting functions pertaining to the TAC, including formulation, justification, and/or execution of budgets and programs/projects; year-end closing to ensure proper and full use of provided funds; recording obligations and processing payments; recovery of operating expenses through surcharges on various products or services provided to Veterans and other Government agencies (OGA); and recovery of duplicate payments to vendors and unused credits from vendors, in accordance with all financial policies, procedures, regulations, and laws.

- Coordinates and prepares strategic plans and actions to ensure compliance and alignment with OALC, OPAL, and TAC missions and visions; manages a data driven risk assessment model to prioritize resource allocation and reporting related to TAC's procurement programs, resources, metrics, accuracy, and compliances.

- Facilitates various internal and external management studies, such as program reviews, performance audits, surveys, manpower staffing standards, and organization consolidations and/or realignments.

- Is responsible to the TAC HCA for the establishment, promulgation, and interpretation of procurement policies and procedures. Oversees and coordinates responses to Congressional inquiries, inspections, and investigations, and provides technical advice and guidance to TAC staff. Provides technical reviews of acquisition documents, solicitations, and contracts.

Technology Acquisition Center Engineering Service

Overview

The TAC Engineering Service provides pre-award support to VA's program offices for IT acquisitions.

Functions and Activities

- Provides expert advice and acquisition requirement package development services to VA's IT program offices.

- Collaborates and coordinates development of pre-acquisition market analyses, market forecasts, product sources, government cost estimates, and applicable requirements documents and justifications.

- Works with TAC's customers to develop acquisition strategies and timelines for all acquisitions as appropriate.

Authorities

P.L. 108-136. Services Acquisition Reform Act of 2003 (SARA).
P.L. 93-400, as amended by P.L. 96-83. Office of Federal Procurement Policy Act.
P.L. 103-355. Federal Acquisition Streamlining Act of 1995 (FASA).
P.L. 104-106. Federal Acquisition Reform Act of 1996 (FARA).
31 U.S.C. §§1535-1536. Economy Act.
DoD Sharing Agreement 2121, 2111.
48 C.F.R. Federal Acquisition Regulation (FAR).
Veterans Affairs Acquisition Regulation (VAAR).

Technology Acquisition Center Customer Service

Overview

The TAC Customer Service provides post-award support to VA's program offices for IT acquisitions.

Functions and Activities

- Provides cost, schedule, and performance expertise on critical Department programs.
- Coordinates post-award procurement actions.
- Provides comprehensive training to customer organizations.
- Ensures the TAC's awarded procurement actions meet and exceed performance measures in accordance with Agency's acquisition program goals and objectives, and contract requirements.

Authorities

P.L. 108-136. Services Acquisition Reform Act of 2003 (SARA).
P.L. 93-400, as amended by P.L. 96-83. Office of Federal Procurement Policy Act.
P.L. 103-355. Federal Acquisition Streamlining Act of 1995 (FASA).
P.L. 104-106. Federal Acquisition Reform Act of 1996 (FARA).
31 U.S.C. §§1535-1536. Economy Act.
DoD Sharing Agreement 2121, 2111.
48 C.F.R. Federal Acquisition Regulation (FAR).
Veterans Affairs Acquisition Regulation (VAAR).

Logistics Support Service

Overview

Logistics Support Service (LSS) provides specified logistics support services. For more information, please visit https://www.va.gov/opal/lss/.

Functions and Activities

- Oversees centralized programs pertaining to general freight management, employee relocations and movement of household goods, small package express delivery, printing and publications, in accordance with Federal and Agency policies and guidance.

- Oversees management and operation of VA's printing, graphic design and reproduction services.
- Oversees VA's participation in the Government-wide Next Generation Delivery Service (NGDS) contract, which consolidates domestic and international small package express and ground delivery services for all Federal Government agencies.
- Coordinates selected shipping and product distribution services for VA, such as all VA stocked forms and publications, burial flags, etc.
- Ensures transportation operations and capabilities are in position to support contingencies and that transportation processes are automated to the maximum practical extent.
- Serves as liaison with the U.S. Congress Joint Committee on Printing, the Government Publishing Office, and the General Services Administration on all matters relating to printing.

Transportation and Relocation Services

Overview

Transportation and Relocations Services Division is responsible for the planning, sourcing, procurement, and management of VA's transportation program.

Functions and Activities

- Executes policies and guidance to support the effective operations and procedures of VA's Transportation program.
- Develops Departmental procedures for general freight shipping, drayage, employee household goods relocation program, and the agency's small package delivery service contract.
- Interprets and promulgates Federal statutory laws, policies, and centralizes procedures regarding the movement of personal property and privately-owned vehicles belonging to VA employees and their dependents.
- Develops functional requirements and strategies for transportation service contracts; identifies and evaluates technical objectives.
- Processes VA Commercial Bills of Lading for all VA activities, to support lateral shipments and commercially-acquired supplies and equipment with estimated transportation/freight charges greater than $250.

Publications Services

Overview

Publications Services Division is the official source within VA for a wide range of printing and publications services, including duplication and distribution services, design services, and preparation of detailed specifications for printed material.

Functions and Activities

- Provides layout, design, illustration, and editing services for publications, posters, manuscripts, etc., in VA Central Office.

- Ensures designs and Section 508 compliance of all VA common use forms.
- Executes policies and guidance for printing and publications.
- Procures all forms and publications and printing of reports in VA Central Office.
- Oversees storage and distribution for all VA stocked forms and publications and the initial distribution of all new forms and publications; coordinates customer requirements and is responsible for inventory management and replenishment of all publications and forms stocked in the Service and Distribution Center; analyzes forms usage and approves replenishment amounts based on consumption, cost and other factors.

Authorities

P.L. 108-136. Acquisition Reform Act of 2003 (SARA).
P.L. 81-152. Federal Property and Administrative Services Act of 1949 (as amended)44 U.S.C. Public Printing and Documents.
49 U.S.C. 10721 and 13172. Transportation; Government Traffic.
41 C.F.R. 102-117 and 102-117. Transportation; Transportation Management.
Federal Management Regulation §§ 102-36, -38, and -39.
Federal Property Management Regulation §§ 101-27 and -42.
FAR Subpart 47.104, Government rate tenders under §§ 10721 and 13712 of the ICA U.S. Government Freight Handbook.
VA Acquisition Regulation Part 847, Transportation Information Letter (IL) 001AL-10-01, Guidance for the Distribution and Replenishment of Burial Flags (Nov. 6, 2009).
VA Directive and Handbook 7002/1. Logistics Management.
VA Directive and Handbook 7348. Utilization and Disposal of Personal Property.
VA Handbook 7240, Transportation and Traffic Management (May 24, 1996).

Office of the Executive Director of Construction and Facilities Management

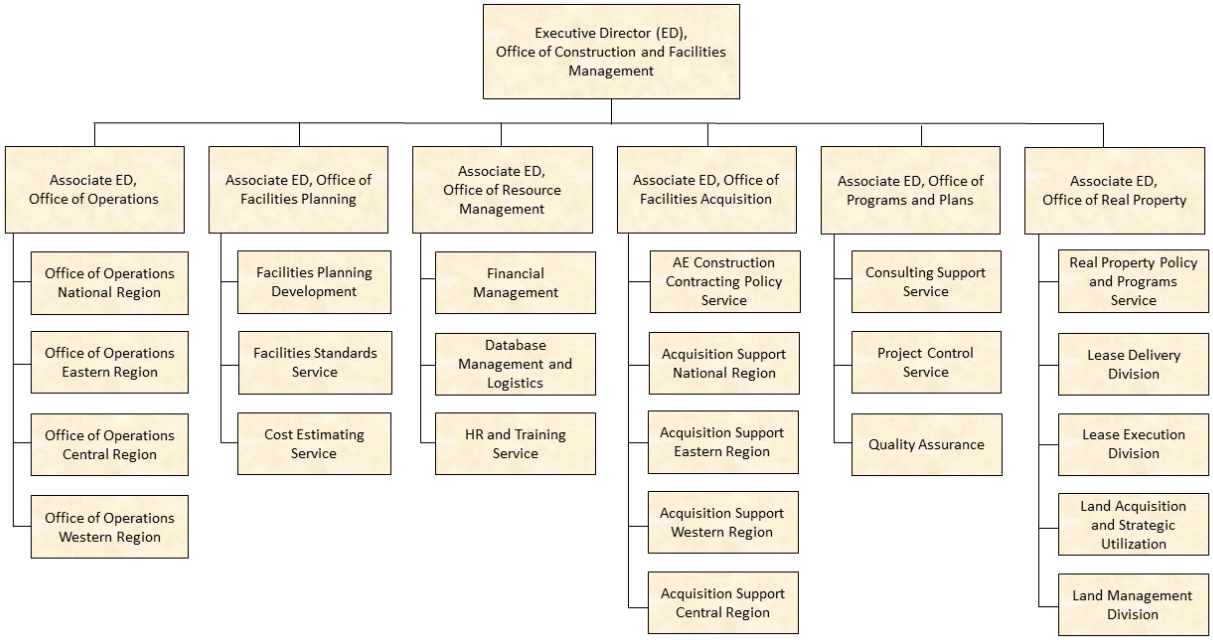

Figure 12 - Office of Construction and Facilities Management

Alternate representation of the Office of Construction and Facilities Management organization chart

Overview

The Office of Construction and Facilities Management (CFM) advances VA's mission in support of our Nation's Veterans by planning, designing, constructing, and acquiring major facilities. CFM is responsible for major construction project management; real property acquisitions, disposals and management; major lease and build-to-suit project management; and planning, design, and construction standards for health care, memorial, and regional benefits facilities. Through its construction and real property programs, CFM delivers to Veterans, high quality buildings, additions, large-scale renovations, and structural enhancements. Additionally, CFM manages facility sustainability, seismic corrections, physical security, historic preservation of VA facilities, and State Home Design Review, provides policy and support to departmental officials in these areas.

Functions and Activities

Serves as the primary advisor to the Principal Executive Director, OALC, the DEPSECVA, and the SECVA on all areas pertaining to VA's major construction and real property programs:

- Plans and executes VA major construction, leasing, real property management and other capital asset services in support of VA's mission.
- Supports VA's Administrations and Staff Offices in matters pertaining to policy and quality assurance of VA's capital facilities and real property programs.
- Takes a major role in VA's Strategic Capital Investment Planning process to ensure VA's assets are allocated and implemented in the best interests of the Department and Veterans.
- Serves as organizational Head of Contracting Activity and Competition Advocate.
- Manages all VA major construction and leasing programs:
- Formulates long-range goals, and develops policies, objectives, priorities, strategies, and procedures to accomplish the responsibilities of the Office of Construction and Facilities Management.
- Leads transformation efforts:
- Oversees the development and implementation of an enterprise-level facilities management strategy and performance measures in accordance with established departmental policy.
- Benchmarks with industry leaders to identify state-of-the-art facilities management processes.
- Implements standard facilities management processes across the Department.
- Aligns processes to provide more direct support to customers both regionally and locally.

Authorities

P.L. 108-136. Acquisition Reform Act of 2003 (SARA).
38 U.S.C., Part 1, Chapter 3, Section 312A. Director of Construction and Facilities Management.

38 U.S.C. Part VI Chapter 81 Subchapter 1, 8101-8119. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.

Office of Operations

Overview

The Office of Operations is responsible for the execution of major construction for VA. It develops and facilitates effective, standard construction management and implementation strategies.

Functions and Activities

- Serves as the primary advisor to the Executive Director of CFM on all matters associated with service delivery to clients and is responsible for facilitating effective and standard construction management and implementation strategies.
- Manages the execution of major construction projects.
- Serves as the Primary Action Officer for emergent high-level issues related to major construction.
- Oversees the design of systems and processes to support CFM's growing construction responsibilities and manages CFM's expansion efforts.
- Fosters collaboration among VA organizations and synthesizes information from various sources to identify best practices to facilitate overall CFM operations.
- Forms relationships with VA facilities leadership, construction, and the Architect/Engineer (A/E) industry to ensure effective execution throughout the country.
- Oversees CFM's regional operations, which implements VHA major construction projects. VACO staff provides support to VBA and NCA in their respective regions.

CFM Regional Offices (Construction)

Overview

Implements and provides technical assistance for the three administrations' major construction projects in their respective regions.

Functions and Activities

- Oversees the following: Office of Operations - National Region; Office of Operations - Eastern Region; Office of Operations – Central Region; Office of Operations - Western Region;
- Oversees CFM's regional operations, which implements VHA major construction and lease projects. VACO staff provides support to VBA and NCA in their respective regions.
- Implements facilities construction projects, provides technical assistance to individual project sites, provides contract management services and oversees the selection of A/E firms for VA's construction programs according to Federal and VA requirements and the evaluation of A/E performance in the design and construction of VA projects.

Office of Facilities Planning

Overview

The Office of Facilities Planning provides a wide array of strategic and consulting support and advice for all VA facilities master planning; project planning; space planning; environmental and historic preservation policy and technical assistance; cultural resources and environmental policy compliance; construction estimating; value engineering; design standards, criteria, specifications and standard details; and national physical security standards for facilities.

Functions and Activities

- Serves as the principal advisor to the Executive Director, CFM, on planning, architectural cost estimating, quality of project submissions, and manages the development and maintenance of VA architectural and engineering (A/E) quality standards for new and existing facilities. Provides consulting services for the VA's State Nursing Home Grant and Homeless Grant Programs and oversees VA's historic preservation and National Environmental Policy Act (NEPA) compliance issues.

- Develops planning, design, and construction standards including design guides, design manuals, master specifications and guidance, and space planning criteria and coordinates VA facilities space requirements; oversees strategic planning and research on health care specialties and related space requirements, process engineering and layouts in accordance with Departmental policy.

- Provides policy guidance and support for enterprise-wide integrated planning.

- Provides master planning, technical advice, and training assistance to other VACO and field organizations.

- Provides consulting assistance on an as-needed basis to VA Administrations and Staff Offices on minor construction projects and nonrecurring maintenance (NRM).

- Takes a major role in VA's Strategic Capital Investment Planning process to ensure VA's assets are allocated and implemented in the best interest of the Department and VA.

Facility Planning Development Service

Overview

Facility Planning Development Service provides oversight on major construction project scopes and costs to ensure that Administrations' requirements are met, participates in project reviews, and is responsible for VA's Integrated Planning effort.

Functions and Activities

- Provides program management and process improvements for VA's Integrated Planning process.

- Forms relationships with VA Administrations, facilities leadership, Government agencies involved in project planning, the construction, and the A/E industry.

- Promotes the development of innovative and best practices for project design and planning throughout VA.

- Supports CFM's regional offices and other VA organizations by providing policy guidance and support for facility planning.

- Oversees the development of plans and designs for all CFM projects.

- Promotes the initiation and development of Cultural Resource Management Geospatial Information System tools.

Facility Standards Service

Overview

The Facility Standards Service develops policy and guidance for the oversight of functional space criteria management: architectural and engineering standards and master specifications; sustainability; functional design guides, technical discipline manuals; graphics and interior design; architectural barriers compliance; quality control; post occupancy evaluations (POE); multi-hazard physical security assessments of VA facilities; and preparedness standards for physical security, seismic, hurricane, and other natural and manmade disasters for all VA facilities.

Functions and Activities

- Establishes best practice, best value design and construction standards for healthcare, memorial, and benefits facilities.

- Develops and maintains planning, design, and construction standards for all VA projects, and publishes standards in the VA Technical Information Library (TIL).

- Develops and oversees planning, design, and construction standards and master specifications; building information modeling (BIM); sustainability including energy and water conservation; functional design guides; technical discipline manuals; design alerts; signage and interior design; architectural barrier compliance; post-occupancy evaluations; and multi-hazard physical security assessments of VA facilities and standards for physical security, seismic, hurricane and other natural and man-made disasters in accordance with established Departmental policy.

- Forms relationships with VA Administrations, program and facilities leadership, Government agencies involved in project planning and design, and the health care, construction and A/E industries.

- Promotes the development of innovative and best practices for project design, planning, and construction throughout VA. Takes a major role in VA's strategic planning and design process to ensure VA's assets are allocated and implemented in the best interests of the Department and Veterans.

- Develops guidelines and provides oversight and technical support training to CFM's regional offices and other VA organizations. Ensures that design and construction standards support the Administrations' concept of operations. Provides policy guidance and support for enterprise wide planning, design, and construction.

- Provides support to the VHA State Home Program by developing guidelines and reviewing project designs.

Cost Estimating Service

Overview

Cost Estimating Service provides oversight of the programs for construction cost estimating and budgeting, estimates overall construction costs, manages the value management program, and provides estimating support.

Functions and Activities

- Develops policy and requirements for construction cost estimating, budgeting, benchmarking, and projections.
- Provides guidance and oversight of programs for construction cost estimating, budgeting, benchmarking, and cost escalation.
- Develops budget cost estimates for construction projects.
- Maintains historical cost data and establishes benchmark costs used for estimating.
- Monitors national and local construction market conditions and trends for impacts to construction costs and provides guidance on the impact to project budgets.
- Develops policy and requirements for and provides oversight of CFM's Value Management Program. Coordinates value engineering activities for construction project and design standards development.
- Provides cost estimating support for all customers, programs, and initiatives.

Office of Resource Management

Overview

The Office of Resource Management oversees the financial management of VA's major and minor construction programs, administrative budget, office administration functions, operations support, human resource management, travel, and training.

Functions and Activities

- Oversees the financial management of VA's major construction program and CFM's administrative budget as well as office administration functions, including human resources management, travel, training, space management, database management, office logistics, information technology (IT) equipment issuing and tracking.
- Serves as the principal advisor to the Executive Director of CFM on VA major construction, fiscal processes, IT resources, and human resources.
- Coordinates annual construction and leasing program estimates for VA's budget.
- Manages the major construction working reserve.

- Serves as primary point of contact on CFM organizational needs for integration of new technologies.
- Coordinates responses to OMB, GAO, IG, and FOIA requests for information.

Financial Management Service

Overview

Financial Management Service oversees financial resources and capital operating needs for Congressional submission, major construction operating plan; coordinates annual construction and leasing program estimates for VA's budget; and participates in presenting the construction and leasing budget to the Secretary, Office of Management and Budget (OMB), and Congress.

Functions and Activities

- Develops overall CFM financial strategy and provides fiscal fiduciary oversight for the management of major construction programs and CFM's operating funds, appropriations for design and construction funds for major capital projects.
- Develops and coordinates major construction and General Administration budget submissions.
- Monitors CFM's operating plan.
- Maintains and updates CFM's continuity of operations plan.
- Provides financial management support services for CFM's Seismic and Minor Construction programs.

Database Management and Logistics Service

Overview

Database Management and Logistics Service coordinates CFM's information management business needs with oversight for coordinating the development of systems for operating needs, hardware/software support for all field worksites, space, and other information requirements.

Functions and Activities

- Develops policy for the coordination of CFM's information management business needs.
- Integrates emerging systems with current processes and platforms.
- Provides oversight for the coordination of the development of systems for operating needs.
- Coordinates hardware/software support for CFM's central office and field employees.
- Coordinates telecommunication needs, tracks government-furnished equipment, and electronic records management/storage.
- Plans and coordinates software development and upgrades.

HR and Training Service

Overview

HR and Training Service coordinates human resources actions of all CFM employees with the National Cemetery Administration Center National Cemetery Administration's Human Resources Center to facilitate HR service for CFM employees.

Functions and Activities

- Provides coordination and oversight of the development of all HR-related documents; ensures quality of documents; and forwards completed documents on in a timely fashion.
- Coordinates with National Cemetery Administration's Administration Human Resources Center regarding miscellaneous HR-related issues; resolves related problems or follows up on-going or hard to resolve issues; and provides advice to managers and employees concerning major areas of HR policy and process.
- Oversees the training function for all CFM employees; manages internal training programs for mission critical occupations; and coordinates with internal and external training organizations for relevant training and other developmental opportunities.
- Conducts special HR-related studies as needed by gathering pertinent information and presenting findings clearly and adequately.
- Fulfills service requests as CFM's FOIA and Privacy Officers.

Office of Facilities Acquisition

Overview

The Office of Facilities Acquisition is responsible for developing policy and guidance for the oversight of contracting support for VA's construction program, real property management, and architectural-engineering (A/E) evaluation and selection services. It oversees the large and complex construction and lease projects for VA's three administrations and staff offices.

Functions and Activities

- Develops guidelines to properly oversee major construction and lease contracting, A/E selection, and provide technical support to CFM's regional offices.
- Serves as the principal advisor to the Executive Director, CFM on A/E, major construction and lease contracting.
- Provides A/E, construction and real property acquisition oversight for VA's Administrations and Staff Offices for major projects from capital asset application approval through project completion.
- Provides oversight and guidance to CFM's regional offices for major projects including renovations, replacement facilities, and additions.
- Oversees CFM leasing contract awards and administration.

AE Construction Contracting Policy Service

Overview

AE Construction Contracting Policy Service develops evaluation policy, guidelines, and overall acquisition strategy, timetables, financial aspects, and milestones to meet the targeted award and completion dates.

Functions and Activities

- Develops evaluation policy and guidelines and provides procurement support to CFM's regional offices on a full range of contracting activities, including A/E evaluation and selection, contract negotiation, and award activities covering all stages of the acquisition cycle.
- Compiles and tracks VA construction contracting goals for small and disadvantaged businesses.
- Facilities Acquisition Regional Offices: Acquisition Support National Region; Acquisition Support Eastern Region; Acquisition Support Central Region; and Acquisition Support Western Region oversee construction contract awards and administration of design and professional services contracts. Contracting activities involve a wide array of process administration for formal fixed contracts with A/E firms for services such as schematic design, design development, construction documents, and construction period services.
- Manages construction-related strategic contracting activities.
- Manages the acquisition aspects of complex projects.
- Develops the overall acquisition strategy, timetable, financial aspects, and milestones to meet the targeted award and completion dates.

Acquisition Support, National Region

Overview

Acquisition Support, National Region develops evaluation policy and guidelines, and provides technical support to the regional offices on a full range of activities including A/E firm evaluation and selection, contract negotiation, evaluation, and award activities covering all stages of the acquisition cycle for large-scale, highly complex major construction projects.

Functions and Activities

- Manages construction-related strategic contracting activities:
- Manages the acquisition aspects of complex projects ranging from $500 million to $1 billion.
- Develops the overall acquisition strategy, timetable, financial aspects, and milestones to meet the targeted award and completion dates. Administers major construction's Federal Acquisition Certificate in Contracting (FAC-C) program.
- Manages all CFM requests for contracting certification to obtain warrants through the Office of Acquisition and Logistics.

- Oversees warrant management, acquisition, training, and develops acquisition training standards for CFM.
- Maintains a system of records for training requirements and warrant needs.
- Maintains certification records and coordinates the issuance of new or increased warrants for CFM employees.

Acquisition Support Directors (Eastern, Western and Central Regions

Overview

The Acquisition Support Director oversees regional and local A/E evaluation and selection activities for projects in the assigned region; administers contracts for major project funding controls; and serves as action officers for emergent local acquisition situations.

Functions and Activities

- Oversees major construction contracting services for the assigned region (Facilities Acquisition Regional Offices: Acquisition Support – National Region; Acquisition Support – Eastern Region; Acquisition Support – Central Region; Acquisition Support – Western Region). The Director oversees construction contract awards and administration of design and professional service contracts. Contracting activities involve a wide array of process administration for formal fixed contracts with A/E firms for services such as schematic design, design development, construction documents, and construction period services.

Office of Programs and Plans

Overview

The Office of Programs and Plans is responsible for providing subject matter expertise and advice in all matters pertaining to VA's facilities and construction acquisition, real property acquisition and disposal, and quality assurance of acquisition projects.

Functions and Activities

- Develops a national program strategy for construction acquisition, real property acquisition and disposal, and program quality assurance:
- Serves as the principal advisor to the Executive Director of CFM for issues associated with construction acquisition, real property acquisition and disposal, and program quality assurance.
- Develops policy, guidance, and performance measures for the acquisition oversight of construction and leasing programs.
- Provides technical support to CFM's regional offices.
- Maintains construction and leasing performance measurement and reporting systems.
- Oversees the administration of programs to assess organizational achievement and individual performance.

- Develops management and review processes to ensure pilot projects produce a return on investment and that thorough processes will be instituted across the entire facility management spectrum.

- Solicits, evaluates, and implements improvements to the capital asset program project management and execution.

- Provides oversight to the VA's Implementation of effective project management, assuring a project management plan that addresses project staffing, responsibilities, master schedule and budget, and is scalable to major, minor, and maintenance projects.

Consulting Support Service

Overview

Consulting Support Service is responsible for providing subject matter expertise and advice in all matters pertaining to VA's design and construction programs and ensures and full array of technical professional consultation is provided to regional offices.

Functions and Activities

- Develops and provides guidance for all facilities engineering activities in CFM and provides support on A/E issues; provides subject matter expertise for VA's design and construction programs, as well as construction contract claims.

- Serves as the principal advisor to the Executive Director of CFM, on all engineering and operations services for VA's design and construction programs.

- Provides direct on-call consulting support to field installations and CFM regional offices.

- Provides consultations and support services related to A/E design services, automated transport design, conceptual and design development support, and engineering design services.

- Provides other key services including guidance on facility condition assessments, technical/building studies, critical path method scheduling and training, and subject matter expertise for claims management.

- Provides emergency response teams doe natural disasters or other emergencies affecting VA assets to assess, document damage and critical safety issues, and develop recommendations for corrective action.

- Oversees facility condition assessments, electrical studies, suitability assessments, and façade studies.

- Participates and provides technical expertise in major design reviews, facility commissioning, and emergency preparedness assessments.

Authorities

P.L. 108-136. Acquisition Reform Act of 2003 (SARA).

38 U.S.C. Part VI Chapter 81 Subchapter 1, 8101-8119. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.

Project Control Service

Overview

The Project Control Service manages and directs departmental platform of activities to assure development of construction program policy, focusing on communication and key processes of time management, cost management for CFM's business lines; and oversees systems that provide real time access to all relevant construction program information.

Functions and Activities

- Provides technical and professional support and develops recommendations for improved processes and procedures including acquisitions planning, project design, construction management, as well as oversight and management of contracts for professional A/E services, construction managers, design-build contractors, and all other construction contracts.

- Conducts reviews to assess the viability of a project, determine weakness and ensure improvement in the areas not meeting the standards.

- Oversees development of detailed construction program action plans, determines if current structures are appropriate to the intended strategy, articulates proposed strategies, links, strategic planning to the annual business plan and budget; and monitors and controls the plan to determine if strategy is on track.

- Oversees and coordinates interfaces with field contacts by managing integrated master schedules, program controls, and multifaceted construction program services providing the necessary training tools to ensure that personnel are proficient in project management fundamentals needed to effectively and efficiently plan, design, and manage a project.

- Manages construction program support encompassing professional services for acquisition planning, project design and construction management identifying policy elements that may likely give rise to disputes and/or claims.

- Establishes and maintains program review boards with CFM directors and oversees the administration of programs that assess organizational achievement and individual performance; and recognizes the congruence between individual needs, organizational climate, job satisfactions, and performance.

- Other tasks include directives management, development of organizational performance measures, lessons learned, and benchmarking best practices in cost and pricing data for the major construction program.

Quality Assurance Service

Overview

Quality Assurance Service provides an independent quality assurance program for CFM business lines, ensuring compliance with applicable VA and Federal regulations and requirements.

Functions and Activities

- Provides an independent quality assurance program for CFM's business lines, ensuring compliance with applicable VA and Federal regulations and requirements.

- Conducts independent compliance reviews of purchase card transactions, major construction projects and leases to ensure adherence to Federal Acquisition Regulation (FAR), VA, and CFM policy.

- Provides technical writing and editing services to all CFM offices to support the drafting and issuance of policies and standard operating procedures for all CFM functional areas.

- Conducts construction peer reviews during the construction period of major projects for purposes of assessing and improving CFM/contractor working relationships and project delivery efficiencies.

Office of Real Property

Overview

Office of Real Property supports VA by acquiring land for VHA and NCA and by leasing space for construction of medical and medically-related facilities; facilitating intergovernmental transfers, exchanges, disposals, and the acquisition of and granting of easements, licenses, and permits. It also provides guidance to regional and local VA offices regarding real property. Office of Real Property also oversees and administers the Lease Certification Program and Lease Warrant Program for VA.

Functions and Activities

- Oversees administration of lease acquisition for medical, office and research facilities and reviews General Services Administration's (GSA) occupancy agreements on behalf of VBA.

- Provides support for independent negotiations, as well as negotiations with GSA, on issues pertaining to leasehold interests, land and building acquisitions, disposal and historic reuse of buildings and/or land, demolitions and related activities, licenses and permits, out-leasing, VA quarters management, parking, and compliance with the Randolph-Sheppard Act, the McKinney-Vento Act, the CHIP-IN Act, and the Mission Act.

- Provides land management functions to all elements of the Department.

Authorities

P.L. 100-77, 42 U.S.C. § 11301 et seq. McKinney-Vento Homeless Assistance Act of 1987.
P.L. 108-136. Acquisition Reform Act of 2003 (SARA).
P.L. 114-294. CHIP-IN for Veterans Act.
P.L. 115-182. Mission Act.
20 U.S.C. § 107 et seq. Randolph –Sheppard Act.
38 U.S.C. Part VI Chapter 81 Subchapter 1, 8101-8119. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.

Real Property Policy and Plans

Overview

Real Property Policy and Plans works on policy for Office of Real Property. This division writes policy for all other divisions within ORP. This section also manages special projects and initiatives within ORP, such as GSA lease management, VHA leases, land use agreements, etc.

Functions and Activities

- Wrote Lease Contracting File Turnover Policy to address the proper turnover and retention of files from an ORP Lease Contracting Officer to an Administrative Contracting Officer (ACO) in the Field upon lease award.

- Real Property and Plans is a lead player in creating clear and concise license policy and is working towards completing a license policy for ORP during FY2019.

- Real Property and Plans works on settlements for CFM, for example, a recent delay claim and subsequent settlement for the Monterey project.

Lease Execution Division

Overview

Lease Execution is responsible for the procurement of Major, and some Minor, leases on behalf of the department. The current lease portfolio managed by Lease Execution totals to approximately 5.3M SF and $5.9M in total contract value, and 5.2M Veterans are enrolled in the markets where these projects are located.

Functions and Activities

- Last year, VA underwent a modernization of its major lease process to better align with the private sector and other Federal agencies, with an emphasis on standardization, increased competition, cost savings, and speed to market.

- in Fiscal Year 2018, VA's Office of Real Property delivered on VA's mission by awarding 23 lease contracts, which translates into 1.7M square feet at a total contract value of over $2.1B.

- VA is currently in active procurement for the "Choice 2.0" leases, authorized last year, and is already seeing the result of the business transformation in the increased speed to market on these projects, with many of those leases slated for award this year. VA has put 19 Major leases to market since Summer 2018, utilizing the VA request for lease proposals, with more anticipated over the next several months.

- This modernization is being accomplished through a new solicitation package which aligns requirements with healthcare industry standards and local codes instead of prescriptive government requirements; a formalized lease credentialing program to train and warrant staff; and resource alignment within VA to ensure timely delivery.

- VA has also partnered with GSA on 7 Major leases, known as the pilots, in which GSA is the procurement arm on behalf of VA. VA and GSA are working closely to share best practices to allow for more timely and consistent delivery of these projects.

- In all its leased facilities, VA's goal is to provide modern, well-designed healthcare facilities that enable delivery of high-quality care and a great patient experience to our Veterans.

Lease Delivery Service

Overview

The Lease Delivery Service is responsible for the execution of lease construction from award through acceptance. It develops and facilitates effective, standard lease construction management and implementation strategies.

Functions and Activities

- Oversees CFM's lease field staff, who manage VHA major and minor lease construction projects. Staff provides construction and design management for all space types of lease construction including medical, office, warehouse, research, and office spaces.

- Implements lease construction projects, provides technical assistance to individual project sites, provides contract management services and supports lease and other contract procurement activities.

- Forms relationships with VA facilities leadership, developers, and the Architect/Engineer (A/E) industry to ensure effective delivery throughout the country.

Land Acquisition and Strategic Utilization Division

Overview

Land Acquisition and Strategic Utilization Division (LASU) acquires land on behalf of VHA and NCA. LASU also executes property disposals (both entire campuses and individual buildings), the Historic Reuse Program (HRP), and the CHIP-IN Act initiative. LASU oversees the congressionally-approved White House government reform plan transferring 11 Army-run cemeteries VA NCA in a move aimed at improving efficiency and freeing up Army funds for more critical needs.

Functions and Activities

- Land Acquisitions for NCA- LASU acquires land for cemetery expansion purposes throughout the country to further the VA NCA mission of providing burial benefits to veterans and eligible dependents.

- Land Acquisitions for VHA- LASU acquires land to meet the needs of VA medical centers. This land is used for expansion purposes or for parking.

- Real Property Disposals and HRP- Land and buildings no longer needed to carry out the mission of VA are disposed of in many possible ways, and LASU executes the disposal process. Additionally, LASU executes HRP to find other uses for buildings no longer needed, preserving each building's historic value by finding a tenant who will perform maintenance and upkeep for up to 99 years.

- CHIP-IN Act- LASU oversees the CHIP-in Act partnership between private and public partners for CFM. LASU is in the process of identifying four pilot programs along with the already identified Omaha project, which is scheduled for completion in 2020.

Land Management Division

Overview

Land Management Division (LMD) acquires land and easements on behalf of NCA and VHA, in addition to granting easements and executing land exchanges, permits, licenses, out leasing, and disposals. LMD solves land use issues such as taxes, easement vacations, and deed corrections and releases.

Functions and Activities

- LMD oversees the Document Retention Program for Real Property records. This includes working with stakeholders to develop policies, records retention schedules, overseeing the records in the offsite warehouse, and obtaining a records management software program meeting National Archives (NARA) standards.

- LMD is a lead player in creating clear and concise license policy and is working towards completing a license policy for ORP during FY2019.

- LMD oversees the software updates and upgrades required to the Real Property Project Tracking System (RPPTS)

Veterans Experience Office

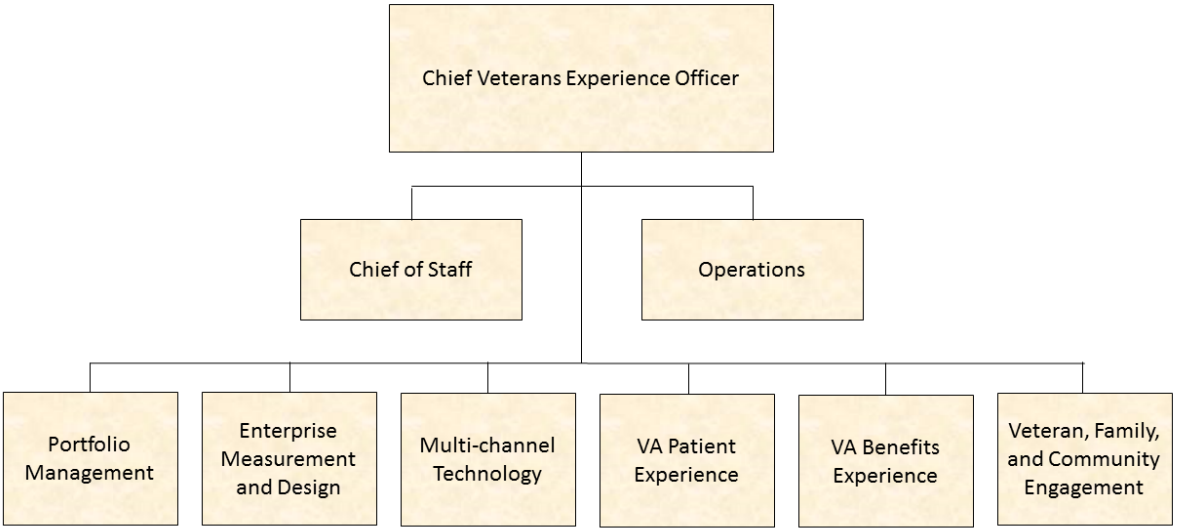

Figure 13 - Veterans Experience Office

Alternate representation of the Veterans Experience Office organization chart

Office of the Chief Veterans Experience Officer

Mission

VEO supports VA as the Secretary of Veterans Affairs' (SECVA) customer experience (CX) insight engine and a shared service to partner with, support, and enable VA Administrations and Staff Offices to provide the highest quality CX in the delivery of care, benefits and memorial services to Servicemembers, Veterans, their families, caregivers and survivors.

Overview

The Veterans Experience (VEO) is headed by the Chief Veterans Experience Officer, who reports directly to the VA Secretary, and is immediately supported by the Deputy Chief Veterans Experience Officer (Deputy Chief) and Chief of Staff. It was created by the Secretary of Veterans Affairs, not by legislative authority. This Office, in close coordination with VA's Administrations and Staff Offices, is creating new capabilities to transform the Department into the most customer-centric agency in the Federal government.

The Deputy Chief serves as the second-in-command and VEO's Chief Operating Officer (COO). In this capacity, the Deputy Chief directs VEO policy and operations, provides broad direction, and ensures coordinated action and conformance with the VEO mission.

Functions and Activities

- Represents the voice and perspective of Veterans, their families, caregivers, and survivors in departmental governance.

- Sets VA's CX strategy.

- Integrates and coordinates VA resources across in-person and virtual interactions with Veterans to ensure delivery of excellent healthcare and benefit experiences.
- Designs, implements, and manages a portfolio of Enterprise-level, customer-centric projects that will simplify Veterans' interactions with VA and help them understand and access care and services provided by VA and their local communities.
- Supports VA "mission owners" – those leaders responsible for delivering, day-in and day-out VA care services, and products to Veterans – in meeting their goal for improving customer experience.
- Oversees VEO's corporate communications and efforts to strengthen VA's relationship with Veterans, Servicemembers, their families, caregivers and survivors.

Chief of Staff

Overview

The Chief of Staff (COS) works closely with the Chief Veterans Experience Officer and the Deputy Chief to manage day-to-day operations. In this capacity, the COS serves as the central coordination point for all high-level negotiations involving the establishment or implementation of VEO policies and procedures, and project management activities.

Functions and Activities

- Together with the Chief Veterans Experience Officer and Deputy Chief:
- Represents the voice and perspective of Veterans, their families, caregivers, and survivors in departmental governance.
- Sets VA's CX strategy.
- Integrates and coordinates VA resources across in-person and virtual interactions with Veterans to ensure delivery of excellent healthcare and benefit experiences.
- Designs, implements, and manages a portfolio of Enterprise-level, customer-centric projects that will simplify Veterans' interactions with VA and help them understand and access care and services provided by VA and their local communities.
- Supports VA "mission owners" – those leaders responsible for delivering, day-in and day-out VA care services, and products to Veterans – in meeting their goal for improving customer experience.
- Oversees VEO's corporate communications and efforts to strengthen VA's relationship with Veterans, Servicemembers, their families, caregivers and survivors.

Operations

Overview

VEO supports VA as the Secretary of Veterans Affairs' (SECVA) customer experience (CX) insight engine and a shared service to partner with, support, and enable VA Administrations and Staff Offices to provide the highest quality CX in the delivery of care, benefits and memorial services to Servicemembers, Veterans, their families, caregivers and survivors

The Operations Directorate is responsible for oversight of all VEO operations. MP&A also provides guidance for implementation of consistent operating practices across VEO related to workforce planning, financial management, budget administration, resource planning, business oversight activities, acquisition, and tracking of VEO's performance measures.

Functions and Activities

- Develops programming and budgetary requirements for current and future years and oversees budget execution.
- Drafts and disseminates operational policies and procedures.
- Coordinates with VA Human Resources Teams to address matters related to staffing, employee relations, and labor relations.
- Gathers acquisition requirements, assists with drafting associated documentation, and tracks status throughout the acquisition lifecycle.
- Provides logistical assistance, as well as any other operational support, to VEO personnel in furtherance of the organizational mission.

Portfolio Management Directorate

Overview

The Portfolio Management Directorate (PMD) supports VEO as a key business integrator, including coordination across VEO Directorates and VA. PMD applies portfolio management best practices through a robust project intake and tracking capability to monitor project execution and measure impact. PMD further facilitates integrated project teams for Enterprise-wide initiatives as well as specific projects for VA Administrations and Staff Offices and creates actionable plans / recommendations for project execution.

Functions and Activities

- Applies portfolio management best practices and disciplined business processes to assess and prioritize all requests for VEO support.
- Maintains Enterprise view of VEO projects, including key milestones, deliverables, performance metrics.
- Monitors progress of all VEO programs and projects to identify integration opportunities, and ensure each project is supported to achieve identified milestones.

Enterprise Measurement and Design Directorate

Overview

Enterprise Measurement and Design (EMD) Directorate employs Human Centered Design (HCD) techniques and Veterans Signals (VSignals) Surveys to gather and analyze qualitative and quantitative data to create a shared understanding of Veterans concerns and bright spots in their interactions with VA. EMD enables data-driven strategy and decision-making in VA and VEO by hardwiring quantitative and qualitative insights and predictive analytics in the Department to improve service recovery and VA performance. This capability allows the Department to view VA's performance from the Veteran's perspective and holds VA accountable to Veterans. Modeling after industry, EMD gathers multiple tiers of customer experience input:

Functions and Activities

- **VA Enterprise Trends**: a snapshot of VA performance overall across all service lines, measuring effectiveness, ease, emotion, and trust, and used to monitor VA's progress towards increasing Veterans trust.

- **Service-Level Patterns:** tracking and analyzing customer experience by service line in real time to improve VA performance and provide transparency in service areas in need of improvement; consists of an online survey pushed to customers after service delivery.

- Human Centered Design**:** gather qualitative data and insights from direct interviews with Veterans, their families, caregivers and survivors from across the country to map their journeys with VA services and co-design tools / products to address improvements to the moments that matter most to them.

- Gather and analyze qualitative data from Human Centered Design research to identify and map the key moments that matter to them.

- Utilize Human Centered Design to design experiences across touch points that matter to VA's customers, employees, and partners via the utilization of iterative research, idea generation, prototyping, launch and evaluation.

- Establish and report on agency-wide CX metrics, including VA Agency Priority Goals (APGs).

- Provide and enhance employee access to integrated actionable customer experience data insights for service recovery and performance improvements.

- Use CX data and insights to design solutions, deliver tangible tools and products, and measure VA performance based on the moments that matter to Veterans.

- Mature CX data analytics capability from lagging (i.e., descriptive of past) to leading (i.e., predictive of emerging trends / topics before they intensify).

Multi-Channel Technology Directorate

Overview

The Multi-Channel Technology (MCT) Directorate, in partnership with other VA offices, ensures services offered via web self-service and contact centers are designed and implemented based on customer insights, and are supported by authoritative customer information. The Office partners with VA's Office of Information and Technology to deliver high touch, technology-enabled customer service capabilities throughout the enterprise thus enabling Veterans and others to access information, benefits and services anywhere, anytime.

Functions and Activities

- Drives Veteran-centric technology solutions by integrating data systems and delivering user-centric capabilities through multiple channels.

- Builds, deploys and maintains Enterprise applications, tools and infrastructure for the delivery of products, services and information (e.g., VA.gov, customer experience management platform (VSignals), enterprise telephony, customer relationship management, data management).

- Provides business process management and re-engineering, business requirements development and management, user acceptance testing, deployment, and training of Enterprise-wide applications to meet the needs of Veterans, their families, caregivers, survivors and employees.

Patient Experience Directorate

Overview

VEO's Patient Experience (PX) Directorate partners with the Veterans Health Administration to create and implement a patient experience improvement program across VHA facilities. In partnership with VHA, PX develops tangible CX tools and best practices to empower employees to provide and enable a consistent, world-class patient experience for Veterans, their families, caregivers, and survivors who seek health care at VA facilities.

Functions and Activities

- Apply Human-Centered Design research and best practices of leading private sector organizations and high performing VA health care systems.

- Design and deploy toolkits, training and other programs and disseminate industry and other best practices to continually improve the patient experience across VHA.

- Establishing partnerships and aligning strategically with internal stakeholders, including VHA and other program offices.

- Leverage Choose Home networks of Veteran and caregiver organizations to communicate any changes in benefits availability and process.

Benefits Experience Directorate

Overview

The Benefits Experience (BX) Directorate supports the Veterans Benefits Administration (VBA), National Cemetery Administration (NCA), and the Board of Veterans' Appeals by developing tangible tools, including training and other programs, to provide world-class customer experiences for Veterans, their families, caregivers, and survivors.

Functions and Activities

- Evaluate customer experience around the moments that matter depicted in the VA Veterans Journey Map and other journey maps.

- Develop and implement tangible tools, including training, leadership practices and other products, for employees to deliver world class experiences.

Veterans, Family and Community Engagement Directorate

Overview

The Veterans, Family and Community Engagement (VFCE) Directorate partners with local communities and serves as a conduit for on-the-ground listening and information distribution through the community network. VFCE thus enables two-way communication between Veterans and the local community, and the Department to improve outcomes for transitioning Service members, Veterans, families, caregivers, and survivors.

Functions and Activities

- Coordinate with key partners at the state/county level and VSOs/MSOs to show appreciation for local communities and Community Veteran Engagement Boards (CVEBs) in fostering 'Veteran-friendly Communities'.

- Share best practices and lessons learned across CVEBs and local communities on successful methods for building community-based partnerships to address gaps in service.

- Share information on VA priorities, and VEO initiatives and toolkits, and foster partnerships to augment VA services with VHA, VBA, NCA, the Board of Veterans' Appeals, and other Staff Offices.

- Foster a coordinated support system where Veterans live and provide outreach and navigation support of VA services to more than 12.5M Veterans and over 50M families, caregivers, and survivors who reside in CVEB catchment area.

Office of the Inspector General

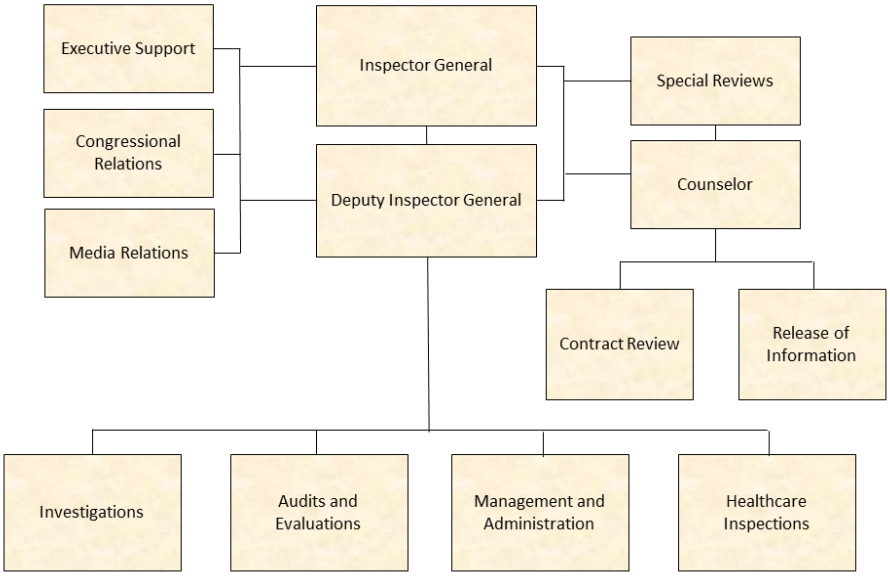

Figure 14 - Office of the Inspector General

Alternate representation of the Office of the Inspector General organization chart

Office of Inspector General

Overview

The Office of Inspector General (OIG) was administratively established on January 1, 1978, to consolidate audits and investigations into a cohesive, independent organization. In October 1978, the Inspector General Act, P.L. 95-452, was enacted, establishing a statutory Inspector General in VA. It states that the IG is responsible for: (1) conducting and supervising audits and investigations; (2) recommending policies designed to promote economy and efficiency in the administration of, and to prevent and detect criminal activity, waste, abuse, and mismanagement in VA programs and operations; and (3) keeping the Secretary and Congress fully informed about problems and deficiencies in VA programs and operations and the need for corrective action. The Inspector General has authority to inquire into all VA programs and activities as well as the related activities of persons or parties performing under grants, contracts, or other agreements. In addition, P.L. 100-322, passed on May 20, 1988, charged the OIG with the oversight of the quality of VA health care.

The OIG, with about 900 onboard employees, is headquartered in Washington, DC, and has more than 40 field offices located throughout the country. The OIG is organized into the following offices:

- Immediate Office of the Inspector General
- Counselor to the Inspector General
- Audits and Evaluations
- Contract Review

- Healthcare Inspections
- Investigations
- Management and Administration
- Special Reviews

Functions and Activities

- Has authority to inquire into all VA programs and activities as well as the related activities of persons or parties performing under grants, contracts, or other agreements.
- Receives complaints and allegations of wrongdoing from VA employees, members of Congress, the public, or other stakeholders.
- Performs audits, evaluations, reviews, inspections, and investigations aimed at preventing and detecting criminal activity, waste, abuse, and mismanagement.
- Refers criminal cases to Federal, state, and local authorities for criminal and/or civil prosecution.
- Presents findings and makes recommendations designed to improve the integrity, efficiency, accountability, quality, and effectiveness of VA programs and operations.
- Keeps the Secretary and the Congress fully and currently informed about problems relating to.
- VA programs and operations and the need for corrective action.
- Provides semiannual reports to SECVA and Congress as required by the Inspector General Act of 1978, as amended, which are made available to the public on the OIG Internet site.

Authorities

P.L. 95-452. Inspector General Act of 1978.
P.L. 100-322. Veterans' Benefits and Services Act of 1988.
P.L. 100-504. Inspector General Act Amendments.
P.L. 110-409. Inspector General Reform Act of 2008.
P.L. 114-317. Inspector General Empowerment Act of 2016.
38 U.S.C. 312. Veterans' Benefits Part I - General Provisions Chapter 3 - Department of Veterans Affairs Sec. 312 - Inspector General.
VA Directive 0701. Office of Inspector General Hotline Complaint Referrals.

Board of Veterans' Appeals (Board)

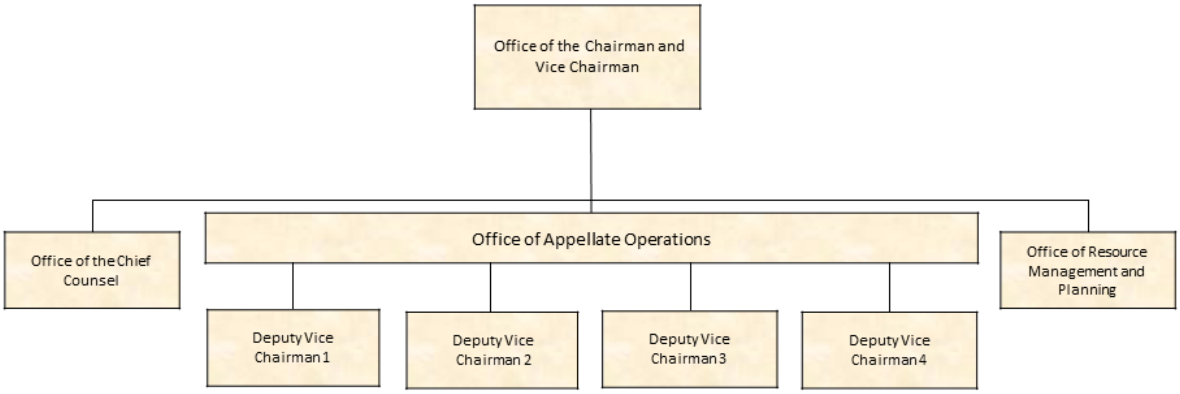

Figure 15 - Board of Veterans' Appeals

Alternate representation of the Board of Veterans' Appeals organization chart

Mission

The mission of the Board is to conduct hearings and decide appeals properly before the Board in a timely manner.

Overview

The Board is the agency within the Department of Veterans Affairs (VA or Department) responsible for making final decisions on behalf of the Secretary for appeals for Veterans' benefits and services from all three administrations – Veterans Benefits Administration, Veterans Health Administration, and National Cemetery Administration – and the Office of General Counsel (OGC) that are presented to the Board for appellate review. The Board's mission is to conduct hearings and issue timely decisions for Veterans and other Appellants in compliance with the law. 38 U.S.C. 7101(a). The Board's jurisdiction extends to all questions in a matter involving a decision by the Secretary under a law that affects a provision of benefits by the Secretary to Veterans, their dependents, or their Survivors. 38 U.S.C. 511(a); 7104(a). Final decisions on such appeals are made by the Board based on the entire record in the proceeding and upon consideration of all evidence and applicable provisions of law and regulation. 38 U.S.C. 7104(a).

Functions and Activities

- Resolves appeals and remands issues for further development.
- Conducts Travel Board, Video Teleconference, and Central Office appellate hearings.

Office of the Chairman and Vice Chairman

Overview

The Office of the Chairman consists of a Chairman and a Vice Chairman (Senior Executive Service (SES)/VLJ)). The Chairman is appointed by the President, by and with the advice and consent of the Senate, for a term of 6 years, and is directly responsible to the Secretary. The Vice Chairman is a Member of the Board who is designated by the Secretary. The Office also includes support from the Chief of Staff and Budget Office.

Functions and Activities

- Provides vision, direction, and leadership to the Board.
- Directs outreach activities, to include collaboration with VSO and other stakeholder representatives.
- Provides leadership and advisory services that are critical to achieving overall program success in relation to BVA's mission.
- Serves as a liaison between the Board and other VA components, as well as external stakeholders, regarding any matters related to the Board.
- Works and collaborates across the VA enterprise to deliver results to Veterans.
- Manages the overall operations of the Board.
- Provides overall financial management for the Board.
- Develops and executes the Board's annual budget.
- Assesses and manages the organizational resources to provide Veteran-facing services to include hearings and appellate decisions.
- Assesses and manages certification of all Veterans Law Judges (VLJs).

Office of Chief Counsel

Overview

The Office of Chief Counsel consists of a Chief Counsel (SES) and the following offices: Litigation Support; Quality Review; and FOIA and Privacy Act. The Office of Chief Counsel provides legal advice and policy guidance to the Board and other VA business lines.

Functions and Activities

- Establishes and implements Board policies and procedures.
- Assesses and manages performance, training, and certification of all Veterans Law Judges (VLJs).
- Develops Board-wide guidance documents, including Chairman's memoranda and other directives.
- Manages and runs the Board's Quality Review Program.
- Processes requests for information pursuant to the Freedom of Information Act (FOIA) and the Privacy Act.
- Conducts the administrative processing of appeals remanded to the Board from the Federal courts.

- Responds to case status inquiries from Veterans, representatives, and members of Congress.

Office of Appellate Operations

Overview

The Office of Appellate Operations (OAO) consists of four Deputy Vice Chairmen (DVC) (SES/VLJ), 98 VLJs, 20 Supervisory Senior Counsel, over 750 attorneys who prepare tentative written decisions for review and signature by a VLJ, and over 75 professional administrative staff. VLJs are appointed by the Secretary, with the approval of the President, based on a recommendation by the Chairman. Each DVC reports directly to the Vice Chairman, but collectively the DVCs and their teams constitute the OAO.

Functions and Activities

OAO produces timely and accurate appellate decisions for Veterans and other appellants, on appeals from regional offices and other parts of the Department responsible for the initial adjudication of benefit claims.

- Each DVC is responsible for a part of operations and oversees approximately 25 VLJs, 5 Supervisory Senior Counsel, 200 counsel, and administrative staff.
- DVCs are part of the senior leadership team and assist in carrying out the Chairman's initiatives.
- Processes incoming appeals and establishes appropriate administrative controls.
- Processes incoming mail received at the Board.
- Secures the translation of foreign language documents contained in claims files.
- Provides logistical and administrative support for scheduling and conducting of Board hearings.
- VLJs review draft decisions/remand orders prepared by staff counsel and issue final decisions, preliminary orders, and rulings on motions that arise during proceedings.
- Manages the storage and flow of appellate cases throughout the Board in close coordination with Board leadership.
- Staff counsel reviews the record on appeal, researches the applicable law, and prepares comprehensive draft decisions/remand orders for review by a VLJ.
- Dispatches Board decisions and provides administrative support to VLJs and staff counsel.

Office of Deputy Vice Chairman 1

Overview

The office of this Deputy Vice Chairman provides Appeals Adjudication services and Administrative Support in the areas below:

Functions and Activities

- Appeals Adjudication
- Veteran Law Judge (VLJ) Support
- Decision Management

Office of Deputy Vice Chairman 2

Overview

The office of this Deputy Vice Chairman provides Appeals Adjudication services and Administrative Support in the area below:

Functions and Activities

- Appeals Adjudication
- Hearing Management

Office of Deputy Vice Chairman 3

Overview

The office of this Deputy Vice Chairman provides Appeals Adjudication services and Administrative Support in the areas below:

Functions and Activities

- Appeals Adjudication
- Case Review and Evaluation
- Case Inventory and Control

Office of Deputy Vice Chairman 4

Overview

The office of this Deputy Vice Chairman provides Appeals Adjudication services and Administrative Support in the areas below:

Functions and Activities

- Appeals Adjudication
- Mail Management

Office of Resource Management and Planning

Overview

The Office of Resource Management and Planning consists of a Director, and the following offices: Logistics, Technical Infrastructure, Human Resources and Employee Relations, and Knowledge Management.

Functions and Activities

- Works in close collaboration with the Consolidated Human Resources Management Office (CHRMO) to oversee human resource functions for the Board.
- Manages Information Technology needs, to include creating a technology structure for the Board's current and future needs.
- Oversees all Board contracts.
- Coordinates and produces trainings for Board Judges and attorneys and administrative staff.

Authorities

38 U.S.C. Chapter 71. Board of Veterans Appeals.
38 C.F.R. Parts 19 and 20. Board of Veterans' Appeals: Legacy Appeals Regulation.

Office of Management

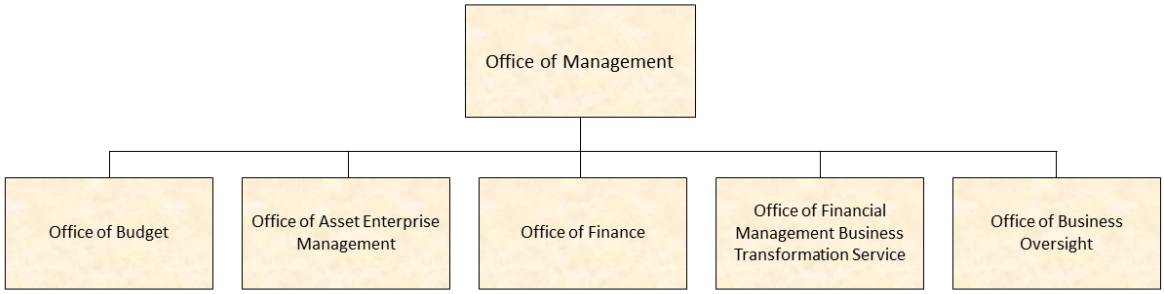

Figure 16 - Office of Management (High Level)

Alternate representation of the Office of Management high level organization chart

Office of the Assistant Secretary for Management and Chief Financial Officer

Mission

The Office of Management (OM) enables VA to provide a full range of benefits and services to our nation's Veterans by providing strategic and operational leadership in budget, asset enterprise management, financial management, financial management business transformation service, and business oversight. It also promotes public confidence in the Department through stewardship and oversight of business activities that are consistent with national policy, law, and regulation.

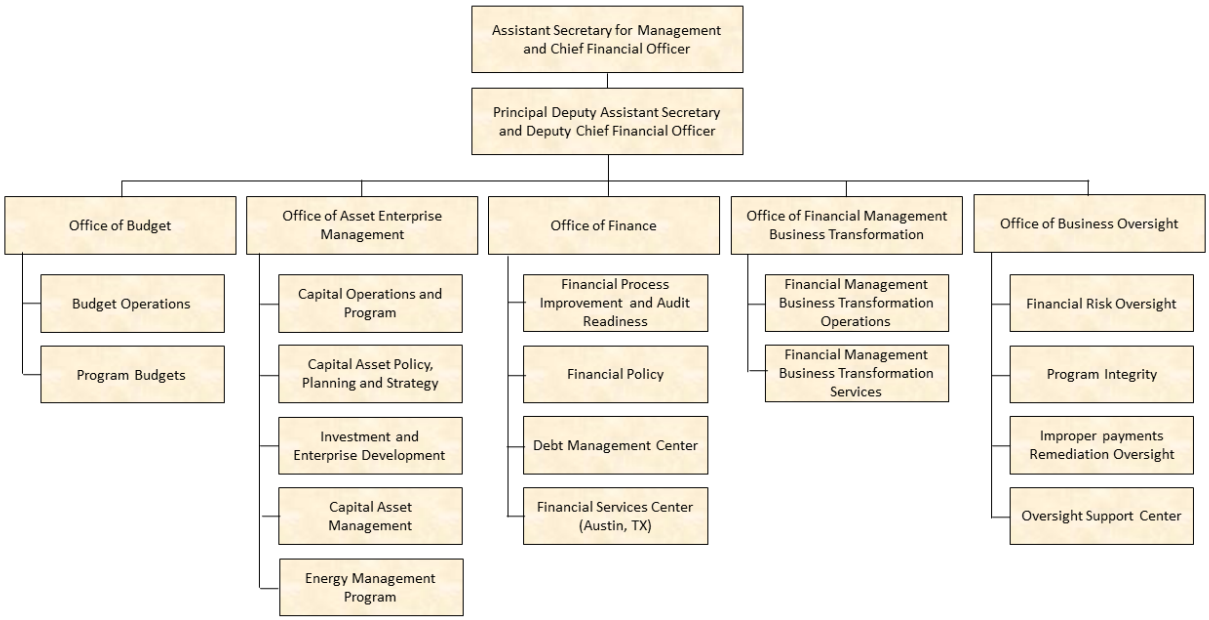

Figure 17 - Office of Management

Alternate representation of the Office of Management organization chart

Overview

OM supports the Administrations and Staff Offices through five major service lines and has several activities and initiatives underway to help improve the Department's operations.

Functions and Activities

- The Assistant Secretary for Management oversees all resource requirements, Budget formulation, and financial management activities relating to VA programs and operations. In addition, responsibilities include a Departmental accounting and financial management system that provides for management, cost, and account information. OM also oversees the Department's capital asset management activities and business oversight activities, including development and implementation of policies and regulations.

Authorities

VA Directive 4085. Capital Asset Management.
VA Directive 4086. Investment Matrix.
VA Directive 7415. Enhanced-Use Leasing Program.
VA Handbook 7415. Enhanced-Use Leasing Program.
VA Directive 7454. Enhanced-Use Leasing Post Transaction.
VA Handbook 7454. Enhanced-Use Leasing Post Transaction.
VA Directive 7633. Managing Underutilized Real Property, Including Disposal.
VA Handbook 7633. Managing Underutilized Real Property, Including Disposal.
VA Directive 7816. Lease Management.
VA Directive 0011. Strategic Capital Investment Planning Process.
VA Handbook 0011. Strategic Capital Investment Planning Process.
VA Directive 0012. VA Investments in Energy and Water Efficiency and Renewable Energy.
VA Handbook 0053. VA Environmental Excellence Awards Program.
VA Directive 0055. VA Energy and Water Management Program.

VA Directive 0056. VA Sustainable Buildings Program.
VA Handbook 0056. VA Sustainable Buildings Program.
VA Directive 0057. VA Environmental Management Program.
VA Directive 0058. VA Green Purchasing Program.
VA Handbook 0058. VA Green Purchasing Program.
VA Directive 0059. VA Chemicals Management and Pollution Prevention.
VA Handbook 0059. VA Chemicals Management and Pollution.
VA Directive 0062. Environmental Compliance Management.
VA Handbook 0062. Environmental Compliance Management.
VA Directive 0063. Waste Prevention and Recycling Program.
VA Handbook 0063. Waste Prevention and Recycling Program.
VA Directive 0064. VA Environmental Management Systems.
VA Handbook 0064. VA Environmental Management Systems.
VA Directive 0065. Climate Change Adaptation Planning.
VA Directive 0066. VA Sustainable Locations Program.
VA Directive 0067. VA National Environmental Policy Act Implementation.
VA Handbook 0632. Conference Planning, Execution, Reporting, and Oversight.
VA Directive 0637. VA Vehicle Fleet Management Program.
VA Handbook 0637. VA Vehicle Fleet Management Program.

Office of Budget

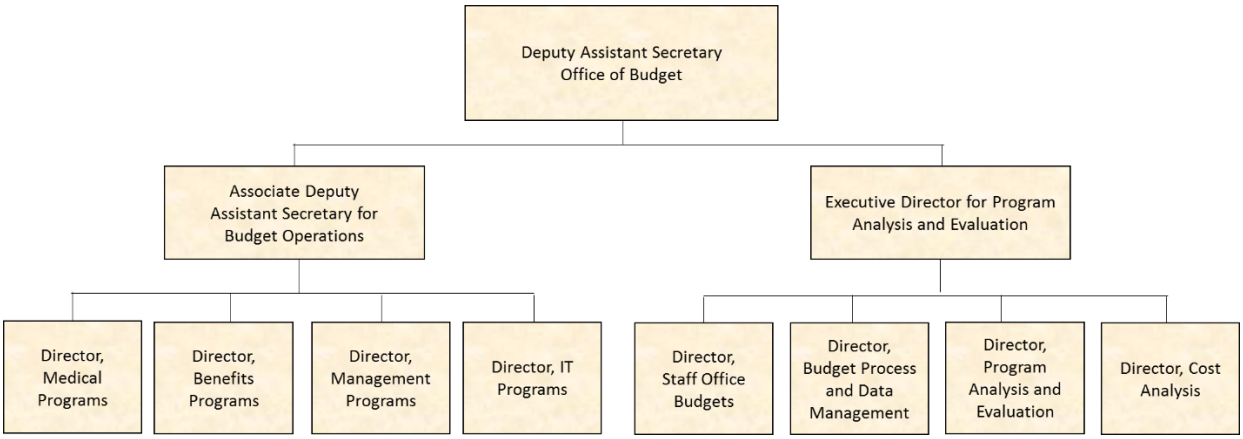

Figure 18 - Office of Budget

Alternate representation of the Office of Budget organization chart

Overview

The Office of Budget supports the Department in service to Veterans by managing the strategic and policy decision making processes in the formulation, execution, analysis, justification, and preparation of the Department's budget. The office serves as the primary liaison with the Office of Management and Budget (OMB) and Congressional appropriations committees to defend and promote the Department's program plans and budget estimates. The office also coordinates closely with program officials to ensure budget requests are technically accurate, performance-based, and focused on improving the Veteran experience.

Functions and Activities

The Office of Budget manages and directs all budget formulation and execution activities for the Department. The Office of Budget is divided into eight services that administer to different areas of VA's budget and the overall budgetary process.

- Ensures all funds are spent in compliance with laws, guidance, and directives from OMB and Congress, as well as Departmental policies and plans.
- Leads budget execution review processes and keeps VA leadership informed of key issues and trends.
- Issues guidance to VA Administrations and Staff Offices to prepare, review, and analyze their internal budgets/operating plans, and develop analyses, options, and recommendations for budget decision-making.
- Performs all core budget duties for the Department's Staff Offices in the General Administration (Gen Ad) account, including budget formulation, budget justification and budget execution. Provides budgetary analysis and recommendations to the Staff Offices to ensure effective management of the Gen Ad budget.

- Manages the Department's monthly budget execution reviews.
- Represents VA in budget deliberations with OMB and Congressional appropriations committees.
- Develops testimony, briefing books, and materials for Department leadership's budget presentations to Congress, VSOs, and the media.
- Manages Questions for the Record, Congressional Tracking Reports, and other inquiries from the House and Senate Appropriations Committees.

Associate Deputy Assistant Secretary for Budget Operations

Overview

The Associate Deputy Assistant Secretary (ADAS) for Budget Operations manages the strategic and policy decision making processes in the formulation, execution, analysis, justification, and preparation of the Department's budget.

Functions and Activities

- Ensures all funds are spent in compliance with laws, guidance, and directives from OMB and Congress, as well as Departmental policies and plans.
- Manages the Service Directors of Medical Programs, Benefit Programs, Management Programs, and IT Programs.
- Leads budget execution review processes and keeps VA leadership informed of key issues and trends.
- Represents VA in budget deliberations with OMB and Congressional appropriations committees.

Medical Programs Service

Overview

The Medical Programs Service is primarily focused on the Veterans Health Administration which includes appropriations for Medical Services, Medical Community Care, Medical Support and Compliance, Medical Facilities, and Medical Research.

Functions and Activities

- Ensures all funds are spent in compliance with laws, guidance, and directives from OMB and Congress, as well as Departmental policies and plans.

Management Programs Service

Overview

The Management Programs Service works with the National Cemetery Administration, the Board of Veterans' Appeals, and the funding for the Department's General Administration appropriation.

Functions and Activities

- Ensures all funds are spent in compliance with laws, guidance, and directives from OMB and Congress, as well as Departmental policies and plans.

Benefits Programs Service

Overview

The Benefits Programs Service is primarily focused on the Veterans Benefits Administration and both the mandatory and discretionary funding involved in those programs.

Functions and Activities

- Ensures all funds are spent in compliance with laws, guidance, and directives from OMB and Congress, as well as Departmental policies and plans.

Information Technology Service

Overview

The Information Technology Service is responsible for the Information Technology appropriation as well as the Electronic Health Record Modernization appropriation.

Functions and Activities

- Ensures all funds are spent in compliance with laws, guidance, and directives from OMB and Congress, as well as Departmental policies and plans.

Executive Director of Programming, Analysis and Evaluation (PAE) Service

Overview

The Executive Director of Programming, Analysis and Evaluation (PAE) Service supports PAE's mission is to improve service to our Veterans by enabling VA to make evidence-based resource and program decisions to promote programming excellence. PAE is VA's independent, analytical voice for supporting improved cost estimation, alignment of resources, and decision-making to achieve the Department's strategic goals and objectives.

Functions and Activities

- Leads the Department's multi-year programming process, providing the enterprise-view necessary for VA leadership to make well informed, long term resource allocation decisions.

- Ensures all funds are spent in compliance with laws, guidance, and directives from OMB and Congress, as well as Departmental policies and plans.

- Manages the Service Directors of Staff Office Budgets, Budget Process and Data Management, Program Analysis and Evaluation, and Cost Analysis.

- Leads budget execution review processes and keeps VA leadership informed of key issues and trends.

- Represents VA in budget deliberations with OMB and Congressional appropriations committees.

Staff Office Budgets Service

Overview

The Staff Office Budgets Service coordinates the funding needs of each of the supporting staff offices in VA Central Office. This service was established following the 2017 modernization initiative that consolidated the budget analysts from the staff offices underneath the Office of Budget to achieve efficiencies.

Functions and Activities

- Performs all core budget duties for the Department's Staff Offices in the General Administration (Gen Ad) account, including budget formulation, budget justification and budget execution. Provides budgetary analysis and recommendations to the Staff Offices to ensure effective management of the Gen Ad budget.

Budget Process and Data Management Service

Overview

The Budget Process and Data Management Service develops and coordinates the processes and systems to ensure efficient and timely budget submissions and execution.

Functions and Activities

- Manages all aspects of VA's annual budget request to OMB to defend and promote the Department's program plans and budget estimates, and negotiates/appeals the OMB Passback decisions.

- in coordination with Administrations and Staff Offices, develops Congressional Justifications Budget and the data for the President's Budget Appendix.

Programming, Analysis and Evaluation (PAE) Service

Overview

The Programming, Analysis and Evaluation (PAE) Service's mission is to improve service to our Veterans by enabling VA to make evidence-based resource and program decisions to promote programming excellence. PAE is VA's independent, analytical voice for supporting improved cost estimation, alignment of resources, and decision-making to achieve the Department's strategic goals and objectives.

Functions and Activities

- Leads the Department's multi-year programming process, providing the enterprise-view necessary for VA leadership to make well informed, long term resource allocation decisions.

Cost Analysis Service

Overview

The Cost Analysis Service is the independent assessment organization that provides VA leadership with objective analysis to inform strategic decision-making.

Functions and Activities

- The Cost Analysis Service is the Departmental expert on cost analysis and cost estimating through the development of cost policies, procedures, and estimates.

- Conducts independent program evaluations to assess design, implementation, improvement, and outcomes to demonstrate program effectiveness and value to stakeholders.

Authorities

P.L. 112-74. Consolidated Appropriations Act, 2012.
P.L. 111-352. GPRA Modernization Act of 2010 - §2. Strategic Planning Amendments. § 306.
P.L. 104-106. The Clinger-Cohen Act of 1996.
P.L. 103-62 Sec. 1116 (d) (5). Government Performance and Results Act of 1993.
P.L. 103-355. The Federal Acquisition Streamlining Act of 1994.
48 U.S.C. Chapter 1. Federal Acquisition Regulation.
38 U.S.C. 527. Evaluation and Data Collection.
38 U.S.C. 308(b) (3).
31 U.S.C. Sect. 1534. Account Adjustments Statute.
31 U.S.C. Money and Finance.
31 U.S.C. 1341 et seq. Limitations on Expending and Obligating Amounts.
31 U.S.C. §§ 1535-36. The Economy Act and DoD Sharing Agreement 2121, 2111.
OMB Memorandum M-14-07. Fiscal Year 2016 Budget Guidance (May 5, 2014).
OMB Memorandum M-13-17. Next Steps in the Evidence and Innovation Agenda (July 26, 2013) –
OMB Memorandum M-12-14. Use of Evidence and Evaluation in the 2014 Budget (May 18, 2012).
OMB Memorandum M-10-32. Evaluating Programs for Efficacy and Cost Efficiency (July 29, 2010).
OMB Memorandum M-10-01. Increased Emphasis on Program Evaluations (October 7, 2009).
OMB Circular A-94. Guideline and Discount Rates for Benefit-Cost Analysis of Federal Programs.
OMB Circular A-19. Legislative Coordination and Clearance.
OMB Circular A-129. Policies for Federal Credit Programs and Non-Tax Receivables.
OMB Circular A-11. Preparation Submission and Execution of the Budget.
OMB Circular A-109. Major System Acquisitions.
GAO-12-629. Information Technology Cost Estimation (July 2012).
GAO-09-3SP. Cost Estimating and Assessment Guide (March 2009).
Principles of Federal Appropriations Law (GAO Red Book).

Office of Asset Enterprise Management

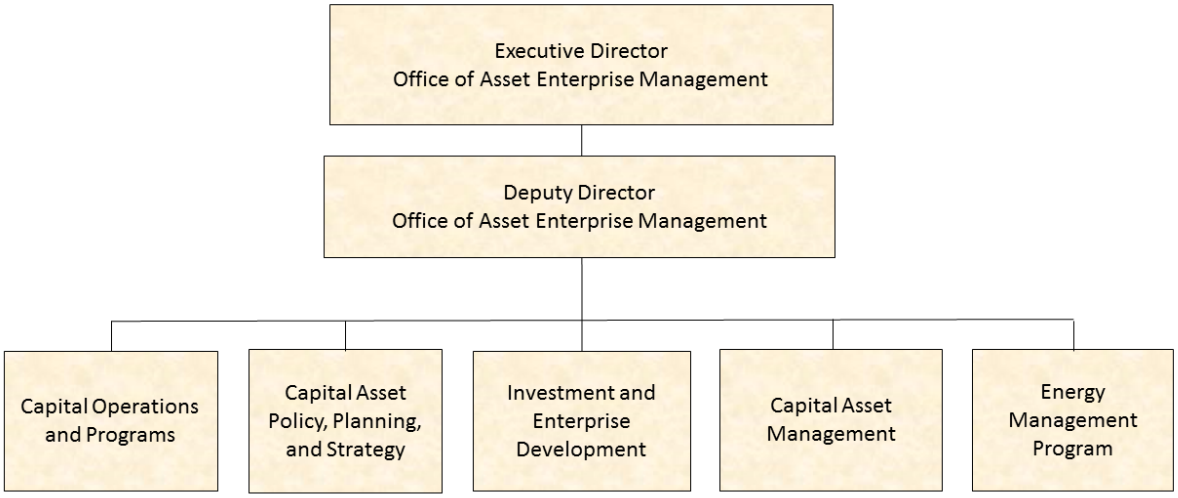

Figure 19 - Office of Asset Enterprise Management

Alternate representation of the Office of Asset Enterprise Management organization chart

Overview

The Office of Asset Enterprise Management (OAEM) provides the Assistant Secretary for Management/Chief Financial Officer, DEPSECVA, and the SECVA with objective oversight and advice regarding the acquisition, management and disposal of VA capital assets.

The OAEM Director is the VA Senior Real Property Officer as well as the Chief Sustainability Officer, which is the senior Department official for the Department's Energy Management Program (energy conservation and management, environmental compliance, vehicle fleet management, sustainable building conformance, and related programs). The office oversees capital asset (i.e., buildings, land, structures, and real property leases) activities to ensure effective and prudent portfolio and asset performance management throughout the entire asset life cycle. OAEM develops and disseminates policies, processes, and performance measurement systems for the Department's capital asset management programs.

OAEM manages the Department's Strategic Capital Investment Planning (SCIP) process and chairs the SCIP Panel and Board. The Office provides guidance, standards, and technical expertise with respect to individual investments and infrastructure-related programs and initiatives. Additionally, it is responsible for serving as the principal policy office and business advisor regarding capital investment selection and execution, sustainability planning, real property lease oversight, and real property asset disposal planning. Finally, OAEM is the responsible program office for VA's Enhanced-Use Lease (EUL) program, allowing the Secretary to lease land or buildings to public, private, and/or non-profit partners for up to 75 years to provide housing for homeless Veterans and their families.

Functions and Activities

- Managing the Department's Strategic Capital Investment Planning (SCIP) Process.
- Executing VA's Enhanced-Use Leasing Program to Repurpose Vacant and Underutilized Assets.

- Managing VA's Real Property Performance and Real Property Portfolio.
- Implementing VA's Energy Management Program.

Capital Operation and Program Service

Overview

The Capital Operation and Program Service (COPS) provide the day-to-day administrative operations and functions needed to support OAEM. COPS is the central coordinating point for all OAEM's staff and organizational actions.

Functions and Activities

- Provides administrative support to OAEM:
- Correspondence management.
- Space management.
- Human resource support activities.
- Payroll processing.
- Office supplies inventory maintenance.

Capital Asset Policy, Planning and Strategy Service

Overview

The Capital Asset Policy, Planning and Strategy Service (CAPPS) enables OAEM to serve as the principal policy office and business advisor regarding capital investment selection and execution via the Strategic Capital Investment Planning (SCIP) process. CAPPS coordinates the Department's capital asset policies and investment process. CAPPS supports VA's comprehensive planning process for capital programs (major construction, minor construction, NRM, and leases) across the Department and produces a data-driven, merit based strategic plan to support VA's annual capital budget request to OMB and Congress.

Functions and Activities

- Manages the Department's SCIP Process:
- SCIP process allows VA to develop an integrated and prioritized list of projects annually.
- Produces the VA Long Range Capital Investment Plan.
- Prepares VA's annual Capital Program Budget Submission.
- Develops legislative analysis pertaining to capital programs and investments.
- Manages VA/DoD coordination on capital planning issues.

- Reviews and assists in the Development of VA Administration and Staff Office Operating Plans.
- Produces Budget Execution Reports (Operating Plans and Actual Obligations)

Investment and Enterprise Development Service

Overview

The Investment and Enterprise Development Service (IEDS) is responsible for the management and execution of VA's Enhanced Use Leasing (EUL) program. A EUL is long-term agreement between VA (as lessor) and a non-Federal entity, to use or repurpose underutilized land and/or buildings, to offer an enhanced range of services to Veterans. The current EUL authority is focused on providing supportive housing for Veterans. IEDS conducts the initial due diligence of these real estate deals and negotiates the terms of the EUL with who are responsible for all aspects of development including: finance, design, construction, and operations of permanent supportive housing for eligible homeless Veterans.

Functions and Activities

- Executes the Enhanced Use Lease (EUL) Program
- Addresses all issues associated with project planning, development, negotiations, and execution of a given EUL project.
- Continuously reviews VA's portfolios for underutilized land and/or buildings that could be repurposed to help provide housing for homeless and at-risk Veterans and their families.

Capital Asset Management Service

Overview

The Capital Asset Management Service (CAMS) manages VA's portfolio of capital assets, including performance monitoring of the portfolio, disposal and reuse planning, real property data management, and on-going analysis of the portfolio. CAMS is also responsible office for budgeting, delegation, and tracking of VA's real property leases, as well as providing compliance monitoring of VA's operational EULs. In support of these responsibilities, CAMS oversees implementation, maintenance and enhancements for information technology systems used to manage VA's real property portfolio through the full asset life cycle, as well as multiple SharePoint sites. The systems managed by CAMS facilitate the management and oversight of underutilized and vacant properties and support the production of multi-year disposal and reuse plans.

Functions and Activities

- Provides oversight, management, and analysis of VA's real property portfolio
- Oversees VA's real property disposal process, including planning, reuse, repurpose, and other reporting.
- Maintains responsibility for EUL post transaction oversight, including producing the required annual EUL Consideration Report.

- Implements Federal Real Property Council (FRPC) reporting requirements and performance tracking associated with VA's real property portfolio, including required annual reporting for the Federal Real Property Profile system.

- Manages the implementation of Office of Management and Budget's (OMB) Real Property National Strategy, including Reduce the Footprint (RTF) by providing guidance, tracking, and reporting on progress.

- Manages the assignment of Accounting Classification Codes for leases and agreements.

- Performs analysis of the Department's portfolio for capital planning purposes, including space analysis and condition analysis, among other factors.

- Represents the Department on various Federal real property groups, such as the Federal Real Property Council and associated working groups, and acts as VA's real property liaison with OMB, General Services Administration (GSA), and Government Accounting Office.

- Manages the GSA delegation process for lease procurements, and lease status tracking at the portfolio level.

- Provides systems support for VA's Capital Asset Management System, Capital Asset Inventory System, SCIP Automation Tool, SCIP SharePoint sites, OAEM Records Management tool (Records Center), EUL Information system, Enterprise Lease Management Tool, and OAEM SharePoint sites.

Energy Management Program Service

Overview

The Energy Management Program Service (EMPS) leads VA's efforts to reduce the agency's environmental footprint while achieving enhanced efficiency and cost avoidance. EMPS formulates policy guidance and coordinates enterprise-level operations to help ensure VA compliance with Federal mandates for energy, environment and vehicle fleet management, and supports related White House priorities.

Functions and Activities

- Executes the Department's Energy Management Program to include developing policies and monitoring key aspects of VA's sustainability efforts, such as:

- Compliance with National Environmental Policy Act.

- Energy management and related agency-level reporting.

- Vehicle fleet management and related agency-level reporting.

- Sustainable buildings.

- Compiling and reporting data for OMB's Sustainability/Energy Scorecard.

- Developing VA's annual Sustainability Report and Implementation Plan.
- Producing VA's annual Vehicle Fleet Report to Congress.

Authorities

P.L. 103-62 Sec 1116 (D) (5). Government Performance and Results Act of 1993.
P.L. 102-486. 106 Stat. 2776. Energy Policy Act of 1992.
P.L. 102-486. Title 1 Subtitle F.
P.L. 103-355. Federal Acquisition Streamlining Act of 1994.
P.L. 109-58. 119 Stat. 594. Energy Policy Act of 2005.
P.L. 109-58. Title 1 Subtitle A; Title 2 Subtitle A; Title VII Subtitles A and F; Title XV Subtitle B;
P.L. 110-140. 121 Stat. 1492. Energy Independence and Security Act of 2007.
P.L. 110-140. Title 1 Subtitle C; Title IV Subtitle C; Title V Subtitles B and C. Energy Independence and Security Act of 2007.
P.L. 110-246. Food. Conservation and Energy Act of 2008 (FCEA) § 9002.
P.L. 95-619. 92 Stat. 3206. National Energy Conservation Policy Act of 1978.
7 U.S.C. 8102 §9002. Farm Security and Rural Investment act of 2002 (FSRIA).
33 U.S.C. 1251 et seq. Clean Water Act of 1977 (CWA).
38 U.S.C. 2405. Disposition of Inactive Cemeteries.
38 U.S.C. 8103. Authority to Construct and Alter, and to Acquire Sites for, Medical Facilities.
38 U.S.C. 8104. Congressional Approval of Certain Medical Facility Acquisitions.
38 U.S.C. 8118. Enhanced Use Leases of Real Property - Definitions.
38 U.S.C. 8122. Authority to Procure and Dispose of Property and to Negotiate for Common Services.
38 U.S.C. 8161-8169. Enhanced-Use Leases of Real Property - Definitions.
38 U.S.C. 8163(c) (4). Hearing and Notice Requirements Regarding Proposed Leases.
40 U.S.C. 471 et seq. Congressional Declaration of Policy.
42 U.S.C. 1011 et seq. Emergency Planning and Community Right-to-Know Act of 1986 (EPCRA).
42 U.S.C. 13101-13109. Pollution Prevention Act of 1990 (PPA).
42 U.S.C. 2601 et seq. Toxic Substance Control Act of 1976.
42 U.S.C. 300 et seq. Safe Drinking Water Act of 1974 (SDWA).
42 U.S.C. 321 et seq. Resource Conservation and Recovery Act of 1976 (RCRA).
42 U.S.C. 4321 et seq. National Environmental Policy Act (NEPA).
42 U.S.C. 4321-4370d. The National Environmental Policy Act (NEPA).
42 U.S.C. 8252 et seq. Inspector General Review and Agency Accountability.
42 U.S.C. 8253. Energy Management Requirements.
42 U.S.C. 9601 et seq. Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (CERCLA) or Superfund.
42 U.S.C. 9601 et seq. Superfund amendments and Reauthorization Act of 1986.
42 U.S.C. 9601-9675. Comprehensive Environmental Response, Compensation, and Liability.
42 U.S.C.7401 et seq. Clean Air Act of 1970, as amended (CAA).
40 C.F.R. Protection of the Environment, §§ 1-1500.
41 C.F.R. Chapter 101, Part 101-18. Acquisition of Real Property.
10 C.F.R. 434. Energy Code for New Federal Commercial and Multi-Family High Rise Residential Buildings.
10 C.F.R. 435. Energy Efficiency Standards for The Design and Construction of New Federal Low-Rise Residential Buildings
10 C.F.R. 436. Federal Energy Management and Planning Programs
48 C.F.R. Federal Acquisition Regulations.

E.O. 13327. Federal Real Property Asset Management
E.O. 13693. Planning for Federal Sustainability in the Next Decade.
E.O. 13783. Promoting Energy Independence and Economic Growth.
E.O. 13807. Establishing Discipline and Accountability in the Environmental Review and Permitting Process for Infrastructure Projects.
E.O. 13834. Efficient Federal Operations.
Energy Policy Act of 1992 Transportation Regulatory Activities.
Federal Management Regulation, 102-34.
Federal Management Regulation, 102-5.
General Services Administration Regulations (GSAR).
GSA's General Reference Guide for Real Property Policy, April 1998, http://policyworks.gov/org/main/mp/library/policydocs/refguide.pd.
OMB Capital Programming Guide.
OMB Circular A-11 Preparation Submission and Execution of the Budget.
VA Directive 0011. Strategic Capital Investment Planning Process.
VA Directive 0012. VA Investments in Energy and Water Efficiency and Renewable Energy.
VA Directive 0055. VA Energy and Water Management Program.
VA Directive 0056. VA Sustainable Buildings Program.
VA Directive 0057. VA Environmental Management Program.
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VA Directive 0062. Environmental Compliance Management.
VA Directive 0063. Waste Prevention and Recycling Program.
VA Directive 0064. VA Environmental Management Systems.
VA Directive 0065. Climate Change Adaptation Program.
VA Directive 0066. VA Sustainable Locations Program.
VA Directive 0067. VA National Environmental Policy Act Implementation.
VA Directive 0637. VA Fleet Management Program.
VA Directive 7415. Enhanced-Use Lease Program Policies.
VA Handbook 0056. VA Sustainable Buildings Program.
VA Handbook 0058. VA Green Purchasing Program.
VA Handbook 0059. VA Chemicals Management and Pollution.
VA Handbook 0062. Environmental Compliance Management.
VA Handbook 0063. Waste Prevention and Recycling Program.
VA Handbook 0064. VA Environmental Management Systems.
VA Handbook 0637. VA Vehicle Fleet Management Program.
VA Handbook 7415. Enhanced-Use Lease Program Policies.

Office of Finance

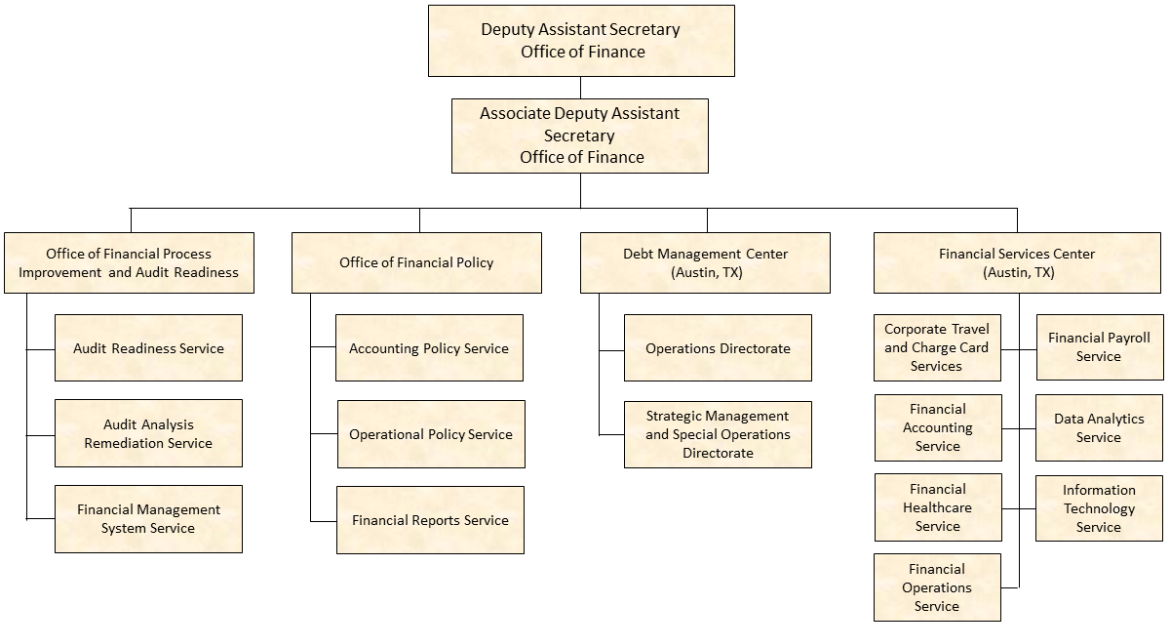

Figure 20 - Office of Finance

Alternate representation of the Office of Finance organization chart

Overview

The Office of Finance (OF) maintains stewardship of Departmental resources; establishes Departmental financial policies, prepares financial reports, and information on VA's appropriations and funds (general, revolving, special, and deposit) for cost and obligation accounting; and, administers VA's travel and purchase card programs. of produces VA's annual financial report and related statements. of continually enhances the quality of the Department's financial services, processes payments to vendors, as well as payments to employees for employee travel and relocation, manages and directs VA's financial operations at Central Office and at the Financial Services Center in Austin, TX, and VA's debt management activities at the Debt Management Center in St. Paul, MN. of also provides Departmental leadership and assistance to VA Administrations and Staff Offices regarding remediation, audit readiness services, as well as remediation of audit-related material weaknesses and significant deficiencies.

Functions and Activities

- Serves as principal advisor to the VA Chief Financial Officer on all matters related to financial policy, financial reporting, and financial systems.

- Coordinates and compiles data for briefings to OM leadership about of activities and achievements.

- Directs and oversees new initiatives, objectives, policies, and standards established to improve VA's financial programs, including Department-wide deployment of a new VA Time and Attendance System (VATAS).

- Develops and presents solutions to problems that affect day-to-day program management activities.

Office of Financial Process Improvement and Audit Readiness

Overview

The Office of Financial Process Improvement and Audit Readiness (OFPIAR) provides accountability and sustained focus for remediating financial statement audit findings Department-wide and coordinates business process improvements to improve VA's financial internal controls. The office serves as liaison with VA's auditors for the Department's annual financial statement audit.

Functions and Activities

- Serves as principal advisor to the DAS for Finance on all matters related to audit readiness.
- Provides oversight, direction, and coordination regarding the annual financial statement audit.
- Reengineers business processes to improve financial management practices department wide.
- Serves as principal advisor to the Deputy Assistant Secretary (DAS) for Finance on all matters related to the legacy core financial systems (FMS and MinX) and the interfaces with other smaller agency financial systems.

Audit Analysis Remediation Service

Overview

The Audit Analysis Remediation Service leads the Department and various stakeholders in remediating audit findings, developing processes to enhance business practices, and improving financial internal controls.

Functions and Activities

- Leads and coordinates with stakeholders to determine the root causes for identified material weaknesses and significant deficiencies per the annual audit report.
- Develops Corrective Action Plans (CAPs) for all identified financial statement audit findings, which lead to remediation.
- Supports the development and execution of business process improvements across the Department to improve financial internal controls.

Audit Readiness Service

Overview

The Audit Readiness Service serves as the support function to monitor progress on corrective action plans (CAP) throughout the year. The Service also leads the efforts in collaborating with Administrations and Staff Offices to obtain and submit provided by client (PBC) documents requested by the auditors to perform their audit testing and notice of findings and recommendation (NFR) responses to the auditors.

Functions and Activities

- Leads Departmental audit follow up, collecting and submitting documents, artifacts, data extracts and reports requested by the auditors.

- Leads collaboration with program owners to monitor progress on all CAP tasks and sub tasks to determine status and address outstanding issues.

Financial Management System Service

Overview

The Financial Management System Service (FMSS) provides oversight on systems matters relating to accounting, reporting and interfaces that affect FMS and MinX. VA's current financial system framework consists of FMS as the core financial system and a variety of subsidiary and feeder systems which process transactions of various types. MinX is the VA financial report system used to produce financial statements for external reporting. FMSS also plans long-range financial systems modernization initiatives.

Functions and Activities

- Maintains FMS, VA's legacy core accounting system.

- Ensures systems passing financial information to FMS comply with Government-wide accounting principles and standards and with financial systems policy/automated financial data exchange requirements.

- Monitors security related issues (access and maintenance) for both FMS and MinX applications.

- Provides Annual Close support.

- Resolves system issues and implements internal controls in VA accounting systems.

Office of Financial Policy

Overview

The Office of Financial Policy (OFP) is responsible for Department-wide financial policy, preparing VA's annual Consolidated Financial Statements, publishing the Agency Financial Report (AFR), and providing guidance to affected offices on grants management issues.

Functions and Activities

- Serves as principal advisor to the DAS for Finance on all matters related to financial policy.

- Creates VA's Consolidated Financial Statements.

- Publishes the AFR.

- Provides oversight, direction, and coordination for VA grants management.

Accounting Policy Service

Overview

The Accounting Policy Service (APS) provides VA-wide financial policy and guidance. Policies include finance and accounting, payroll, financial reporting, cash management, and other Government-wide financial programs and initiatives.

Functions and Activities

- Develops and issues VA financial and payroll policies and procedures and ensures their compliance with all financial laws and regulations.
- Manages the Accounting Policy helpdesk involving the timely response to finance, payroll, and accounting policy inquiries.
- Reviews Federal Accounting Standard Boards pronouncements and other law and regulation changes and ensures policies reflect any changes.
- Reviews and analyzes FMS transactions for US Standard General Ledger, budget object codes (BOCs), and other accounting transactions, including establishing new VA funds.
- Supports changes to cost accounting detail codes including cost centers and BOCs, and answers related cost accounting inquiries.
- Assists in the annual preparation of the Consolidated Financial Statements and other reporting requirements.

Operational Policy Service

Overview

The Operational Policy Service develops policy and procedures as well as, analysis and operational guidance in the areas of travel, government purchase cards, grants and debt management.

Functions and Activities

- Develops and updates policies for travel, purchase cards, grants, and debt management;
- Ensures policies comply with all financial laws, regulations, control agency guidance and related accounting standards.
- Provides guidance to grant program offices regarding the implementation of new guidance and regulations.
- Develops administrative tools, templates and forms for use by the Department.

Financial Reports Service

Overview

The Financial Reports Service (FRS) prepare VA's financial statements and related financial information in accordance with the laws and regulations of the United States Government, principally the Chief Financial Officers Act (CFO Act) of 1990 and the Government Management Reform Act (GMRA) of 1994.

The principal financial statements are prepared to report the financial position and results of operations of VA pursuant to the requirements of 31 U.S.C. 3515 (b).

Functions and Activities

- Prepares interim and year- end financial statements, footnotes, and supplementary financial information for VA's AFR.
- Prepares quarterly financial statements and fluctuation analysis.
- Assists in the coordination of the financial statements audit, preparing the bulk of auditor requested schedules and responses to auditor points/questions and reconciliations.
- Manages and prepares deliverables to assist with the implementation of CAPs related to key financial statement audit findings.
- Reports VA-wide year-end financial information to Treasury and OMB for Government-wide consolidation.
- Assists in financial policy development and review.

Debt Management Center

Overview

The DMC operates as an Enterprise Center within the VA Franchise Fund and provides debt collection and financial services on a fee-for-service basis to VA Program Offices, NCA, VBA and VHA.

Functions and Activities

- Serves as principal advisor to the DAS for Finance on all matters related to debt collection operations for its customers.
- Provides oversight, direction, and coordination for the overall debt collection operation.

Operations Directorate

Overview

The Operations Directorate is responsible for responding to Veterans' written and telephone inquiries related to VA benefit debt (compensation, pension and education), and processing refunds.

Functions and Activities

- Manages all daily debt and financial functions and processes.
- Monitors 192 toll-free Veteran facing telephone lines.
- Provides statistics, trends and estimates for workload analysis and business decisions.

Strategic Management and Special Operations Directorate

Overview

The Strategic Management and Special Operations Directorate provide administrative support for the DMC and the daily operation of the DMC's mail and check processing.

Functions and Activities

- Reviews, monitors and recommends changes to financial policy as it relates to debt collection activities.
- Manages the daily distribution of mail and check processing.
- Provides human resources liaison services required to support daily operations.
- Provides procurement services in terms of contract support and filling the operating needs of the DMC.
- Creates, monitors and implements DMC's operating budget and the related business plan.
- Coordinates all facility issues such as maintenance, utilities and renovations.
- Manages, trains, and supervises DMC's collections staff.

Financial Services Center

Overview

The FSC operates as an Enterprise Center of the VA Franchise Fund and provides an array of financial management and professional and administrative services on a fee-for-service basis to VA and other Governmental agencies.

Functions and Activities

- Serves as a principal advisor to the DAS for Finance, and is accountable to the Revolving Fund Board of Directors, on all matters related to the operation of the FSC.
- Manages FSC's Executive Steering Committee and Business Process Review meetings.
- Provides oversight for all FSC service lines and FSC's Equal Employment Opportunity program.
- Coordinates hiring actions and other human resource efforts.
- Disseminates communications throughout FSC.
- Provides Data Analytics Support.
- Provides procurement support.
- Performs internal business office functions.

- Facilitates employee training and development.
- Provides project management support.
- Executes financial management related disaster recovery activities.
- Serves as a principal on the Senior Travel Official Council.

Corporate Travel and Charge Card Services

Overview

The Corporate Travel and Charge Card Services (CTCCS) oversee VA's conference policies and mandatory reporting, Compliance Audits of VA's Purchase and Travel Cards, Permanent Change of Station (PCS) and Temporary Duty (TDY) travel vouchers, managing VA's official passport activities, and processing VA travel policy exception requests. CTCCS is also responsible for Purchase Card and Travel Services, providing centralized oversight and administration of the Purchase Card Program, Permanent and Temporary Travel Services, and the Lockbox. To ensure compliance with applicable Public Laws, Federal Regulations, and Agency policies.

Functions and Activities

- Provides policy, oversight and review of VA's conference activities.
- Develops and delivers congressionally mandated quarterly reports per title 38 U.S.C §517; develops and delivers annual reports as prescribed by OMB Memorandum M-12-12 and P.L. 113-46.
- Monitors VA conference policies and procedures (VA Financial Policy Volume 14 Chapter 10) and ensures compliance with current laws and regulations.
- Develops and manages the Conference Oversight and Reporting Knowledgebase (CORK) Web-based application.
- Conducts quarterly stratified random sample audits of VA Purchase Cards, Travel Cards, TDY and PCS Travel Vouchers. Additional judgmental and targeted audits are conducted when required.
- Processes requests for waivers and authorized exceptions to travel policy.
- Processes official VA passport and visa requests for international travelers.
- Serves as the sole custodian of all Diplomatic and Official passports issued to VA employees.
- Serves as the US Bank liaison to manage VA Purchase, Travel, Fleet, FEE, and Prime Vendor accounts.
- Performs charge card administration in US Bank Access On-Line for Purchase, Fleet, and Travel cards.
- Performs charge card management services which include responding to Fleet, Prime Vendor, Travel, and Purchase Card inquiries and audit requests.

- Performs Lockbox duties to include processing debit vouchers, deposit tickets, rejected checks, rejected credit cards, and processing exceptions to medical co-payments, on behalf of the Veteran.

- Provides travel and relocation assistance for employees who have Temporary Duty Travel (TDY) and Permanent Change of Station (PCS) requirements.

- Oversees and performs reviews on travel obligations and disbursements in various financial management systems.

- Provides program management for the E-Gov Travel Service 2 (ETS2) and the PCS Travel Portal financial systems for new enhancements, regulatory updates, and system issues.

- Manages TDY, PCS, and Charge Card program training.

Financial Accounting Service

Overview

The Financial Accounting Service (FAS) is responsible for financial reports and accounting, nationwide accounting services and common administrative fiscal services for 12 stations. One of the primary functions of FAS is to ensure accounting transactions are properly recorded, reconciled, and reported to Treasury and OMB. FAS staff also provide Intragovernmental Payment and Collection System, Intragovernmental Reconciliation, Treasury Reconciliation, Agent Cashier Accountability, Financial Systems Oversight, and FMS annual close services to VA.

Functions and Activities

- Prepares and reconciles financial reports.

- Provides VA nationwide, station and intragovernmental accounting services.

- Coordinates VA implementation of Treasury modernization initiatives and provides Treasury reconciliation services.

- Performs financial systems oversight and serves as a liaison between VA field activities and IT staff operating FMS and other financial systems.

- Maintains VA's Intragovernmental Payment and Collection System and agreement repository.

- Processes collections and prepares income statements for all Enterprise Centers.

- Processes FMS service requests.

- Provides Agent Cashier accountability.

- Performs functional FMS Annual Close coordination.

- Provides financial policy support including reviewing all new FMS general ledger accounts and standard transactions.

- Offers financial system and accounting training.

Financial Healthcare Service

Overview

The Financial Healthcare Service (FHS) is responsible for the payment of medical claims for its VA and other government agency (OGA) customers. FHS provides a wide range of services associated with the payment of medical claims starting with receipt and intake of the claim, Electronic Data Interchange or optical character recognition (OCR) conversion of paper claims, the calculation of a reimbursement amount on the claim using a commercial off-the-shelf claims adjudication engine, and the payment and generation of an explanation of benefits to the provider. In addition, a web based medical care authorization portal is available along with a portal accessible by the medical providers to check their claim status.

Functions and Activities

- Supports claim processing for the Department of Homeland Security (DHS) Immigration and Customs Enforcement Health Service Corps (IHSC) and the Department of Health and Human Services (HHS) Office of Refugee Resettlement (ORR).

- Processes contract dialysis claims for VHA.

- Processes Care in the Community and Choice medical claims via the Fee Basis Claims System (FBCS) for VHA.

- Partners on a major pilot project with the VHA Non-VA Purchased Care Office to develop a comprehensive claims processing system designed to be the future-state system for Purchased Care.

- Provides Enrollment and Eligibility, Referral Authorization, and Hospital Notification services to VHA to assist in the processing of non-VA medical claims.

- Processes medical claims and payments to families stationed at Camp Lejeune, North Carolina from Jan 1957 to December 1987.

Financial Operations Service

Overview

The Financial Operations Service (FOS) is responsible for a full range of financial operations, including electronic vendor payment services, customer relationship management, vendor file maintenance, and payment resolution services. FOS's electronic invoicing service, in partnership with commercial partners, incorporates innovative technology to eliminate paper invoices, reduce manual processing, improve quality, and reduce operating costs. FOS' state of the art workflow system includes capabilities such as automated business rules, 3-way matching, approval interfaces, automatic payment transaction creation, service-oriented architecture, and automated correspondence.

Functions and Activities

- Provides commercial vendor payment services.

- Performs vendor file maintenance services.

- Performs customer relationship management services.

Financial Payroll Service

Overview

The Financial Payroll Service (FPS) provides a "one stop" resource for VA payroll offices to resolve all payroll related issues. FPS Field Support staff provide local payroll support to more than 15,000 employees across the country including VACO, NCA, OIT and selected VBA stations. Additionally, FPS provides payroll training and assistance to VHA payroll offices. FPS Payroll Support Operations staff provide Tier 1 customer service support, procedural guidance for settlement actions and regulatory changes, and payroll retirements. FPS Operations staff conduct the deployment and sustainment of stations transitioning to the new VATAS. These services include customer service support and requirements development for system updates. FPS Payroll/HR Systems Service staff provide management for VA's payroll and related systems to ensure accurate pay for VA's diverse Title 5, Title 38, and hybrid employees.

Functions and Activities

- Provides local payroll customer service.
- Provides nationwide payroll support and system services.
- Provides VATAS operational and deployment services.

Data Analytics Service

Overview

The Data Analytics Service (DAS) is responsible for developing, delivering and managing a full range of enterprise-level data analytic products and services in support of the FSC and VA's mission. T meet customer requirements and support VA and FSC in meeting their strategic planning goals and objectives, Data Analytics Services leverages cutting-edge analytics technology leveraging industry best practices in solution delivery, data product life-cycle management, and data science methods to provide insights and actionable information to our supported customers. Through the process of connecting operational data and aligning processes and technical/human resources with customer mission requirements, DAS enables the attainment of critical outcomes and provide intuitive analytics services to support compliance, risk management, and fraud detection.

Functions and Activities

- Provides enterprise-level data analytics, business intelligence and reporting services in support of:
    - Supply Chain Analytics.
    - Finance Analytics.
    - Workforce / Human Resources Analytics.
    - Financial Management Business Transformation.

- Provides consulting services on a wide variety of data management and governance, solutions support, and strategic initiatives.

Information Technology Service

Overview

The Information Technology Service (ITS) is comprised of Office of Information and Technology employees and information and technology (IT) contractors. These critical resources support all aspects of the software development lifecycle as well as manage and maintain FSC's IT infrastructure. ITS assures FSC's local area network, desktops, mobile devices and data repositories are secure and meet all VA and Federal information security requirements.

Functions and Activities

- Performs development/maintenance of in-house applications.
- Assesses FSC enterprise and system architecture.
- Performs capacity planning.
- Performs IT-related continuity of operations and disaster recovery functions.
- Performs database, server and desktop administration.
- Provides IT customer service help desk support.
- Provides Electronic Commerce and Electronic Data Interchange consulting, processing, and data analytics services.

Authorities

P.L. 97-255. Federal Managers Financial Integrity Act of 1982 (FMFIA).
P.L. 97-255. The Federal Managers' Financial Integrity Act (FMFIA) of 1982.
P.L. 97–258. 96 Stat. 923. Anti-Deficiency Act.
P.L. 101-576. Chief Financial Officers Act of 1990.
P.L. 103-356 and P.L. 109-114. Franchise Fund.
P.L. 103-356. Appropriations Act, 1997 (Establishing VA's Franchise Fund).
P.L. 103-356. Government Management Reform Act of 1994.
P.L. 103-356. Government Management Reform Act of 1994.
P.L. 104-204. Departments of Veterans Affairs and Housing and Urban Development, and Independent Agencies Appropriations Act, 1997.
P.L. 104–208. Federal Financial Management Improvement Act of 1996 (FFMIA).
P.L. 104–208. Federal Information Security Management Act of 2002 (as amended by Federal Information Security.
P.L. 109-114. Military Quality of Life and Veterans Affairs Appropriations Act, 2006.
P.L. 109-114. Military Quality of Life and Veterans Affairs Appropriations Act, 2006.
P.L. 109-282. Federal Funding Accountability and Transparency Act of 2006.
P.L. 112-94. Government Charge Card Abuse Prevention Act of 2012.
P.L. 112-154, § 707. Honoring America's Veterans and Caring for Camp Lejeune Families Act of 2012.
P.L. 113–101. Digital Accountability and Transparency Act of 2014.

38 U.S.C. Pay Administration.
41 U.S.C. 253. The Competition in Contracting Act (CICA) of 1984.
5 C.F.R. 1315. Prompt Payment, Final Rule.
5 U.S.C. Pay Administration.
FAR 32.9. Prompt Payment.
GAO-12-704G. Government Auditing Standards.
GAO-14-704G. Standards for Internal Control in the Federal Government.
GAO-17-313SP. Government Auditing Standards (2017 draft).
OMB Circular A-11. Preparation Submission and Execution of the Budget.
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.
OMB Circular A-136. Financial Reporting Requirements : Revised.
OMB Memorandum M-11-35. Eliminating Excess Conference Spending and Promoting Efficiency in Government.
OMB Memorandum M-12-12. Promoting Efficient Spending to Support Agency Operations.
Treasury Financial Manual Volume 1. Federal Agencies.
ISO 31000. Risk Management.
ISO 9001:2015. Quality Management System.

Office of Financial Management Business Transformation Service

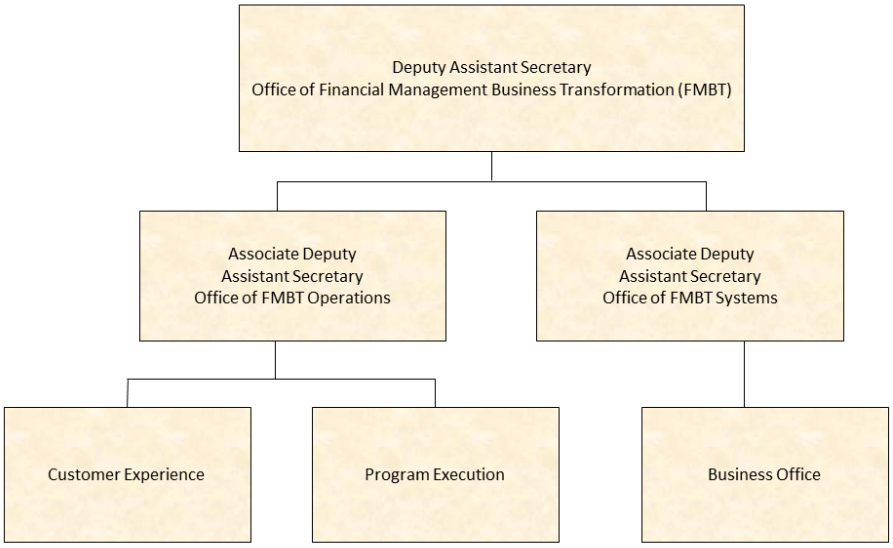

Figure 21 - Financial Management Business Transformation Service

Alternate representation of the Office of Financial Management Business Transformation Service organization chart

Overview

The Office of Financial Management Business Transformation Service (FMBTS) leads and manages VA's financial and acquisition management system modernization effort, which is a multiyear effort to migrate VA from a 30-year old legacy core accounting system to a modern system. In addition, FMBTS manages VA's implementation of the Digital Accountability and Transparency Act of 2014 (DATA Act) as well as reporting the required financial data to the USASpending.gov initiative.

in 2016, the Department of Veterans Affairs (VA) established the Financial Management Business Transformation (FMBT) program to achieve VA's goal of modernizing its financial and acquisition management systems. T effectively utilize all available resources, the Office of Management (OM) is leveraging the Financial Services Center's (FSC) deep expertise in deploying Department-wide transformation efforts. FMBT is strongly supported by Program Advisors and Subject Matter Experts (SMEs) from across VA Administrations and Staff Offices and is closely partnered with the Office of Information and Technology (OIT) and Office of Acquisition and Logistics (OAL).

Through the FMBT program, VA is working to implement an enterprise-wide financial and acquisition management system in partnership with our Shared Services Provider, CGI. VA will utilize the Momentum VA Enterprise Cloud hosted solution, configured for VA, leveraging CGI's Software as a Service (SaaS) model. VA will gain increased operational efficiency, productivity, reporting capability, and flexibility from a modern Enterprise Resource Planning (ERP) cloud solution. The new cloud solution will also provide additional security, storage, and scalability.

The FMBT program vision will provide VA with a modern financial and acquisition management solution with transformative business processes and capabilities that enable VA to meet its goals and objectives in compliance with financial management legislation and directives. FMBT will increase the transparency, accuracy, timeliness, and reliability of financial information resulting in improved fiscal

accountability to American tax payers and offers a significant opportunity to improve care and services to our Veterans.

Functions and Activities

- Provides program execution for the implementation of a modern core accounting system.
- Manages VA financial and acquisition management business process reengineering.
- Ensures compliance with the DATA Act, USASpending.gov initiative, and other transparency initiatives by submitting data to the Office of Management and Budget (OMB) as required.

Customer Experience

Overview

The Customer experience office is responsible for customer-facing program activities.

Functions and Activities

- Program communications, including the coordination of all program communications for internal and external stakeholders.
- Customer support to all Administrations and Staff Offices migrating to the iFAMS solution.
- iFAMS training for all organizations migrating to the iFAMS solution.
- Organizational change management (OCM) activities.

Program Execution

Overview

The Program Execution Office is responsible for the Implementation of the iFAMS solution.

Functions and Activities

- Program execution and wave coordination
- Program schedule
- Data conversion and migration
- iFAMS requirements and configuration
- Business testing
- Risk management
- Standardizing business processes
- Standardizing the accounting line

Business Office

Overview

The Business Office is responsible for business oversight of the FMBT program office.

Functions and Activities

- Contract management
- Life cycle cost estimate (LCCE)
- Billing of Administrations and Staff Offices
- Internal controls
- Vendor management
- Service level agreements (SLA)
- Program internal audit activities

Authorities

P.L. 97-255. Federal Managers Financial Integrity Act of 1982.
P.L. 109-282. Federal Funding Accountability and Transparency Act of 2006.
P.L. 103-356. Government Management Reform Act of 1994.
P.L. 109-114. Military Quality of Life and Veterans Affairs Appropriations Act, 2006.
P.L. 112-154, § 707. Honoring America's Veterans and Caring for Camp Lejeune Families Act of 2012.
OMB Memorandum M-11-35. Eliminating Excess Conference Spending and Promoting Efficiency in Government.
OMB Memorandum M-12-12. Promoting Efficient Spending to Support Agency Operations.
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.
VA Chief of Staff Memorandum dated September 26, 2012.

Office of Business Oversight

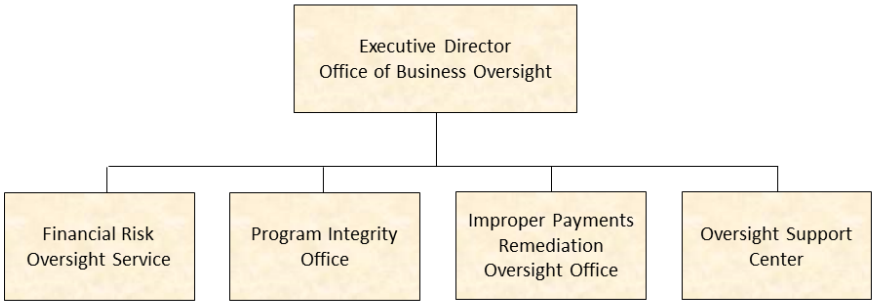

Figure 22 - Office of Business Oversight

Alternate representation of the Office of Business Oversight organization chart

Overview

The Office of Business Oversight (OBO) is the Department's internal controls organization and is in Austin, Texas. OBO consists of an Executive Director's office and 4 offices – Program Integrity Office (PIO), Improper Payments Remediation Oversight (IPRO) Office; Oversight Support Center (OSC), and Financial Risk Oversight Service (FROS).

Functions and Activities

- Serves as principal advisor to the Office of Management on all matters related to internal controls; fraud, waste and abuse; and improper payments.
- Leads the Secretary's initiative called Seek to Prevent Fraud, Waste, and Abuse (STOP FWA) and VA's compliance with the Fraud Reduction and Data Analytics Act.
- Oversees the Department's compliance with the Improper Payments Elimination and Recovery Act (IPERA) and its amendments.
- Provides VA oversight of external organizations to ensure services to Veterans and their families are performed in accordance with their agreements.
- Provides coordination and oversight over internal controls assessments and reporting at the Enterprise level.

Financial Risk Oversight Service

Overview

The Financial Risk Oversight Service (FROS) coordinates the internal control requirements, including testing for financial controls, contained in Office of Management and Budget Circular A-123, *Management's Responsibility for Enterprise Risk Management and Internal Controls* (OMB Circular A-123). FROS also supports the Department's Financial Management Business Transformation, focusing on the design and implementation of internal controls in the new financial management system and associated business processes.

Functions and Activities

- Performs assessments and testing of VA's internal controls over financial reporting and assists with remediation of deficiencies.
- Supports the design and implementation of internal controls over reporting, alignment of Financial Management Business Transformation and Department-wide Enterprise Risk Management practices, the revision to VA financial policy, and interim state financial reporting.
- Coordinates internal controls assessment activities across VA, including preparing the Secretary's annual Statement of Assurance.
- Sets an communicates internal controls guidance for requirements contained in Federal Manager's Financial Integrity Act of 1982 (FMFIA) and OMB Circular A-123 (Management's Responsibility for Enterprise Risk Management and Internal Control)
- Develops tools, templates, and training to support VA's internal controls program

Program Integrity Office

Overview

The Program Integrity Office leads the Secretary's Seek to Prevent Fraud, Waste, and Abuse (STOP FWA) initiative and VA's implementation of the Fraud Reduction and Data Analytics Act.

Functions and Activities

- Coordinates intra-departmental fraud, waste, and abuse activities/issues, working with designated offices within the Administrations.
- Provides oversight, direction, and coordination for assessing fraud risks and tracking fraud trends.
- Completes required annual reporting related to fraud prevention activities and the Fraud Reduction and Data Analytics Act.
- Conducts reviews, largely using data analytics, to detect and ultimately prevent fraud, waste, and abuse.
- Serves on inter-agency working groups associated with fraud, waste, and abuse.

Improper Payments Remediation Oversight Office

Overview

The Improper Payments Remediation and Oversight (IPRO) Office is responsible for overseeing the Department's compliance with the Improper Payments Elimination and Recovery Act (IPERA) and its amendments. IPRO is charged with improving leadership, oversight, and guidance for the Department on improper payment estimation and reporting as well as strategically evaluating current Governance processes and procedures to identify opportunities for improvements.

Functions and Activities

- Serves as principal advisor to the Director, Office of Business Oversight on all matters related to VA improper payments.
- Provides guidance and support to VA Administrations and VACO Staff Offices regarding remediation, effective measurement, and reporting of improper payments.
- Provides milestone target dates annually for IPERA program.
- Issues and updates IPERA policy and guidance.
- Reviews and provides recommendations on completed risk assessments questionnaires; to include identifying programs that require a full IPERA risk assessment.
- Provides oversight and support to ensure root causes are accurately identified in the development and implementation of effective CAPs to drive remediation of improper payments.
- Coordinates all data collection and reporting requirements in compliance with OMB timelines for reporting on IPERA activity.

- Prepares and reports IPERA Program activities annually in the AFR.
- Manages coordination of the annual OIG audit of IPERA compliance.
- Coordinates with high priority programs as well as those programs reporting more than $100M in loss annually to ensure quality, timely quarterly-reporting to OMB.

Oversight Support Center

Overview

The Oversight Support Center provides oversight of external organizations serving Veterans and their families to ensure services are performed in accordance with agreements.

Functions and Activities

- Ensures the Grant Per Diem and Supportive Services for Veteran Families Grantees adhere to expense thresholds, comply with standards, and meet corrective action plan requirements.
- Provide training to grantees to improve adherence to regulations and agreements.
- Develop plan to expand grants oversight to other Administrations.
- Develop future business lines to expand oversight services/product lines to other VA customers and programs as part of a new Franchise Fund Enterprise Center

Office of Information and Technology

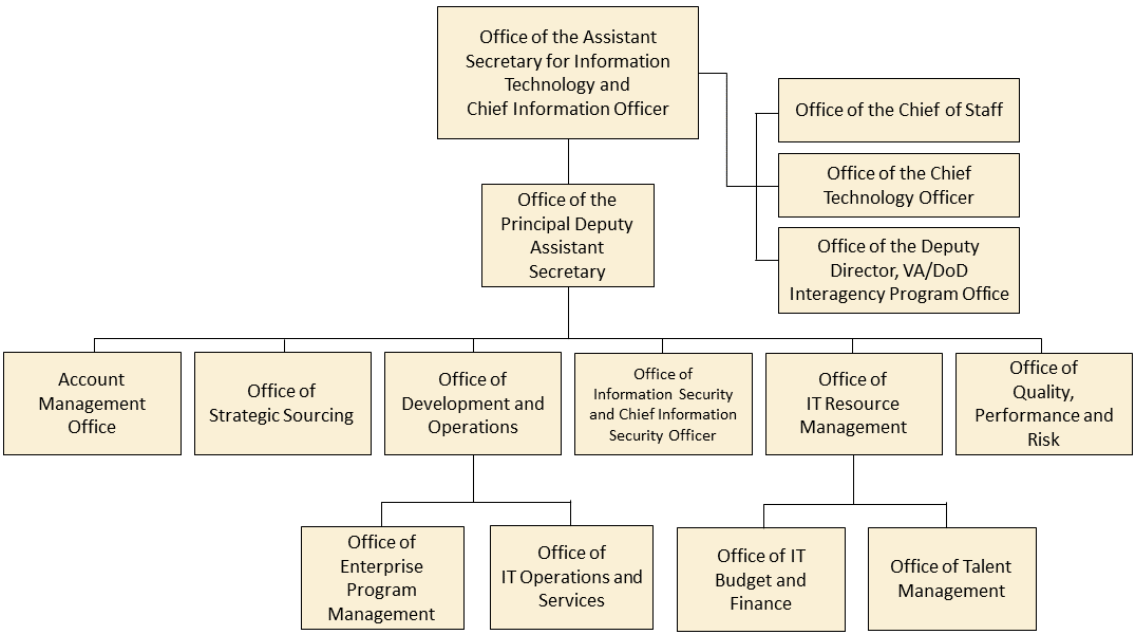

Figure 23 - Office of Information and Technology

Alternate representation of the Office of Information and Technology organization chart

Mission

The mission of the Office of Information and Technology (OIT) is to collaborate with our business partners to create the best experience for all Veterans.

Office of the Assistant Secretary for Information and Technology and Chief Information Officer

Overview

The Assistant Secretary for Information and Technology and Chief Information Officer (AS/CIO) leads the Office of Information and Technology (OIT). OIT delivers available, adaptable, secure, and cost-effective technology services to the Department of Veterans Affairs (VA)—transforming the Department into an innovative, 21st century organization—and acts as a steward for all VA's IT assets and resources. OIT delivers the necessary technology and expertise that supports Veterans and their families through effective communication and management of people, technology, business requirements, and financial processes.

Functions and Activities

- Oversees information protection policies, planning, and activities to improve how VA and its partners safeguard sensitive data.

- Approves the Enterprise Architecture and IT Strategic Plan objectives and performance measures necessary to support VA business lines.

- Sets the precedence for customer service excellence through customized IT services that will identify and define innovative solutions that meet OIT business partner's needs while building trusted relationships with stakeholders.

- Oversees the direction of financial management, human capital management, IT asset management and procurement activities for OIT.

- Provides the necessary guidance for IT support of all operational and maintenance activities throughout VA.

- Presents a single vision for all enterprise application development activities pertaining to planning, developing (or acquiring), and testing applications.

Authorities

VA Directive 6001. Limited Personal use of Government Office Equipment Including Information Technology.
VA Directive 6004. Configuration, Change, and Release Management Programs.
VA Directive 6008. Acquisition and Management of VA Information Technology Resources.
VA Directive 6011. VAIT One + One Device Policy.
VA Directive 6051. Department of Veterans Affairs (VA) Enterprise Architecture (EA).
VA Directive 6052. Information Technology Strategic Planning.
VA Directive 6066. Protected Health Information (PHI) and Business Associate Agreements Management.
VA Directive 6103. VA Electronic Mail System.
VA Directive 6221. Accessible Electronic and Information Technology (EIT).
VA Handbook 6221. Accessible Electronic and Information Technology (EIT).
VA Directive 6300. Records and Information Management.
VA Handbook 6300.1. Records Management Procedures.
VA Handbook 6300.3. Procedures for Implementing the Freedom of Information Act.
VA Handbook 6300.4. Procedures for Processing Requests for Records Subject to the Privacy Act.
VA Handbook 6300.5. Procedures for Establishing and Managing Privacy Act Systems of Records.
VA Handbook 6300.6. Procedures for Releasing Lists of Veterans' and Dependents' Names and Addresses.
VA Handbook 6300.7. Procedures for Computer Matching Programs.
VA Handbook 6300.8. Procedures for Shipment of Records to the VA Records Center and Vault in Neosho, MO.
VA Directive 6301. Electronic Mail Records.
VA Handbook 6301. Procedures for Handling Electronic Mail Records.
VA Directive 6309. Collections of Information.
VA Handbook 6309. Collections of Information.
VA Directive 6310. Forms, Collections of Information, and Reports Management.
VA Handbook 6310.1. Forms Management Procedures.
VA Handbook 6310.3. Reports Management Procedures.
VA Directive 6311. VA E-Discovery.
VA Directive 6340. Mail Management.
VA Handbook 6340. Mail Management Procedures.
VA Directive 6361. Ensuring Quality of Information Disseminated by VA.
VA Handbook 6361. Ensuring Quality of Information Disseminated by VA.
VA Directive 6371. Destruction of Temporary Paper Records.
VA Directive 6402. Modifications to Standardized National Software.
VA Directive 6403. Software Asset Management.

VA Directive 6404. VA Systems Inventory (VASI).
VA Directive 6500. Managing Information Security Risk: VA Information Security Program.
VA Handbook 6500. Risk Management Framework for VA Information Systems - Tier 3: VA Information Security Program.
VA Handbook 6500.2. Management of Breaches Involving Sensitive Personal Information.
VA Handbook 6500.3. Assessment, Authorization and Continuous Monitoring of VA Information Systems.
VA Handbook 6500.5. Incorporating Security and Privacy into the System Development Life Cycle.
VA Handbook 6500.6. Contract Security.
VA Handbook 6500.8. Information System Contingency Planning.
VA Directive 6502. VA Enterprise Privacy Program.
VA Directive 6502.3. Web Page Privacy Policy.
VA Handbook 6502.3. Webpage Privacy Policy.
VA Handbook 6502.4. Procedures for Matching Programs.
VA Directive 6507. Reducing the Use of Social Security Numbers.
VA Handbook 6507.1. Acceptable uses of the Social Security Number (SSN) and the VA SSN Review Board.
VA Directive 6508. Implementation of Privacy Threshold Analysis and Privacy Impact Assessment.
VA Handbook 6508.1. Procedures for Privacy Threshold Analysis and Privacy Impact Assessment.
VA Directive 6509. Duties of Privacy Officers.
VA Directive 6510. VA Identity and Access Management.
VA Handbook 6510. VA Identity and Access Management.
VA Directive 6511. Presentations Displaying Personally-Identifiable Information.
VA Directive 6512. Secure Wireless Technology.
VA Directive 6513. Secure External Connections.
VA Directive 6517. Risk Management Framework for Cloud Computing Services.
VA Handbook 6517. Risk Management Framework for Cloud Computing Services.
VA Directive 6518. Enterprise Information Management (EIM).
VA Directive 6551. Enterprise Design Patterns.
VA Directive 6601. VA Directive 6601 Rescinded by VA Handbook 6500.
VA Directive 6609. Mailing of Sensitive Personal Information.
VA Handbook 6300.2/1. Management of the Vital Records Program.
VA Handbook 6500.10. Mobile Device Security.

Office of the Principal Deputy Assistant Secretary

Overview

The Principal Deputy Assistant Secretary for OIT (PDAS) serves as the Deputy Chief Information Officer (DCIO) for OIT with the responsibility to oversee and facilitate all IT activities of the Department. The PDAS is responsible for all information technology programs with VA and is tasked with improving the effectiveness of program operations and assisting line and staff organization in the performance of their missions.

Functions and Activities

- Carries out strategic planning.
- Ensures quality improvement throughout OIT.

- Responsible for the executive leadership over the Deputy Assistant Secretaries (DAS) and/or Deputy Chief Information Officers (DCIO) assigned to OIT as well as the day to day management of the administrative staff assigned to the OIT.

- Makes recommendations to ensure maximum effectiveness and efficiency in the use of all resources.

- Oversees all Human Capital Management support for OIT employees.

Office of the Chief of Staff

Overview

The Chief of Staff (COS) is a member of the OIT management team, providing direct advice and high-level technical support to the Assistance Secretary and the Principal Deputy Assistance Secretary for OIT, as well as Senior Executive Schedule (SES) leadership Teams.

Functions and Activities

- Provides leadership and advisory services that are critical to achieving optimal overall program balance in relation to VA's mission.

- Promotes and maintains successful and productive interactions with a wide variety of entities.

- Makes recommendations to ensure maximum effectiveness and efficiency in the use of all resources.

- Manages OIT's delegations of signature authorities for statutory and regulatory actions that OIT staff is authorized to make.

- Directs and oversees OIT Strategic Communications.

Interagency Program Office

Overview

The Department of Defense/Veterans Affairs Interagency Program Office (DoD/VA IPO) was established by the National Defense Authorization Act in FY2008 (NDAA FY08) and re-chartered with the NDAA FY2014, the IPO is operating under a charter established in 2016.

Functions and Activities:

- The IPO serves as the facilitator for Joint EHR Modernization. This includes Governance processes and the establishment of a Joint Functional governance board, Joint Technical Governance Board and Joint EHR Decision Board.

- Actively engages with national and international health standards setting organizations to ensure the resulting, IPO-approved standards (e.g., data formats, messaging, exchange protocols, meaningful use, usability, privacy, security, and safety) meet the needs of DOD/VA in a manner consistent with Section I 635 of the National Defense Authorization Act (NOAA) for Fiscal Year (FY) 2008, P.L. 110-181; as amended by Section 252 of the Duncan Hunter NOAA for FY 2009, P.L. 110-147. and P.L. 104-113, National Technology Transfer and Advancement Act of 1995.

- Works with the DoD/VA Health Executive Committee (HEC) and subordinate organizations to ensure both Departments are appropriately synchronized and coordinated in data standards and data interoperability; brief the HEC as requested.

- Monitors DOD/VA adoption of and schedule for mapping to national and international health data standards. DOD/VA will be responsible for approving their data mapping activities, native implementation activities, and associated schedules, respectively.

- Identifies and continue to monitor data domain and messaging standards for Department IT solutions necessary to facilitate a seamless integration of DOD/VA health care record data based on functional use cases that align with the DoD/VA IPO Joint Interoperability Plan.

- Monitors and reports on: (a) the Departments' use of IPO-approved national and international health data standards; and (b) the Departments' compliance with the IPO' s identification of data domain and messaging standards for Department IT solutions necessary to facilitate a seamless integration of DOD/VA health care record data.

- Provides forthright, timely, and joint reports to the DoD/VA Joint Executive Committee (JEC) regarding the Departments' use of and compliance with the previously referenced IPO adopted, identified, and approved data standards.

- Coordinates and communicate with the Departments to advance interoperability capabilities and to enhance the quality, safety, efficiency, and effectiveness of healthcare related services.

- Continuously identify methods and opportunities to leverage DOD/VA Health IT processes, such as Health Information Technology (HIT) portfolio reviews, for systems that interface with each Department's modernized system to verify clinical and technical data interoperability.

- Collaborates with the two Departments on interoperability related engagement including health information exchange, APIs and other opportunities to increase interoperability.

- Engages the two Departments in health information exchange (HIE) activity to increase data sharing including sharing with the private sector.

- Facilitates and support the governance process for adjudication of issues. This includes hosting meetings, managing information collection, facilitating meetings, distributing assessments, providing meeting materials, listing action items, and documenting and disseminating decisions.

- Provides expertise, implement best practices, and continue to refine processes to ensure a common standard operating procedure needed to support joint decision-making and the resulting artifacts.

- Manages, organizes, and communicates decisions made by the governance bodies and those agreed to by DoD and VA that did not require adjudication.

- The IPO also serves as the Executive Secretariat of the DoD/VA Interagency IT Steering Committee, which was established in June 2018 by the JEC under the Executive Committee (EXCOM) and is responsible for ensuring DOD/VA technical alignment, planning, and implementation oversight of

technical infrastructure and solutions needed to meet the business needs of joint DOD/VA activities.

- The IPO is responsible for facilitating and supporting meetings between the DoD Program Executive Office Defense Healthcare Management Systems (PEO DHMS) and the VA Office of Electronic Health Record Modernization (OEHRM) as these program offices implement the same EHR system.

- The IPO captures and disseminates lessons learned.

- The IPO continues to populate a framework for an Integrated Master Schedule of DoD/VA EHR and related projects to capture and display major milestones and gather more detailed information regarding cross-program dependencies. This includes milestones from the JEC, Interagency IT Steering Committee, EXCOM, MHS GENESIS, VA OEHRM, Defense Medical Logistics Standard Support (DMLSS), DoD Medical Community of Interest (Med-COI), VA Med-COI, and the Identity Management, Joint Engineering and Architecture, and DOD/VA Personnel Data Management Working Groups.

Office of the Chief Technology Officer

Overview

The Chief Technology Officer (CTO) designs the technical vision to meet strategic goals and recommends the appropriate technology solutions to support the policies and directives issued by the AS/CIO. The CTO provides leadership for key architects including enterprise architecture, security architecture, and data architecture processes. The CTO ensures compliance with Federal Enterprise Architecture (EA) principles and guidance; assesses the current technologies/architectures in use and develops strategies and implementation plans on transitioning the systems portfolio to meet the EA targets; provides oversight and leadership in the transition from the “As Is” to the “to Be” architecture; develops written EA policies and procedures for acquisition, development and implementation of new systems and modification of existing systems in support of OIT’s EA.

Functions and Activities

- Enables the AS/CIO to merge the recommended technologies with the strategic business objectives of the organization.

- The CTO designs, implements, and makes improvements to the overall strategy for technical use and life-cycle management.

- Directs and executes technology research and development projects to identify, access, and investigate high-risk, high-return technologies possessing potential application for performance of information technology in support of mission accomplishments.

- Assumes executive responsibility for the systems development life-cycle in all phases.

- Adopts agile development techniques in which large programs are divided into small and mid-size releases, allowing small teams to work interactively in short sprints and accommodate in-process design changes based on real-time feedback from customers and end users.

- Interprets and translates Federal laws, regulations, policies, and guidance to address agency-specific needs.
- The CTO spearheads programs that increase OIT's ability to serve Veterans and customers through mobile service and cloud-shared services.
- The CTO leverages advances in science and emerging technologies to drive innovation and provide best in class practices, processes, and solutions.

Account Management Office

Overview

The Account Management Office (AMO) serves as a customer service organization liaises between OIT and its business partners. Information Technology Account Managers (ITAMs) and Customer Relationship Managers (CRMs) customize IT services to meet the needs of OIT's business partners and establish OIT as a trusted, valuable ally in serving Veterans. This team is dedicated to understanding the needs of their business partners, identifying and defining innovative solutions, and representing their customers' interests directly to the AS/CIO. There are three Account Managers (one each for Health, Benefits, and Corporate/NCA).

Functions and Activities

- Partners with business leadership to identify and prioritize IT capabilities needed to meet business requirements.
- Develops Multi-Year IT Budget to support partner priorities.
- Documents and track partner-critical IT deliverables in annual Joint Business Plans.
- Champions (jointly with other IT executives) for delivery of business priorities and initiatives.
- Intervention, guidance and assistance to resolve complex issues.

Office of Strategic Sourcing

Overview

Strategic Sourcing is responsible for managing the entire sourcing lifecycle, creating transparency, and ensuring that funds used to acquire IT products provide the best value and services for its cost.

Functions and Activities

- Strategic Sourcing increases accountability, tying vendor performance to value for the Veteran, while improving responsible stewardship of taxpayer money.

Office of IT Development and Operations

Overview

OIT Development and Operations (DevOps) is a perspective that requires cultural change, focusing on rapid IT service delivery through the adoption of agile, lean practices in the context of an integrated

approach. DevOps emphasizes people and culture to improve collaboration between development and operations groups as well as other IT stakeholders such as architecture and information security. DevOps implementations utilize technology, especially automation tools that can leverage an increasingly programmable and dynamic infrastructure from a life cycle perspective.

Functions and Activities

- Enterprise Program Management.
- IT Operations and Services.

Enterprise Program Management Office

Overview

The Enterprise Program Management Office (EPMO) is the "control tower" for OIT's major initiatives, monitoring key information like status and risks to improve project execution and deliver better outcomes to our VA business partners and Veterans. EPMO provides a consolidated enterprise-wide approach to identify, select, prioritize, and successfully execute a technology portfolio of projects.

Functions and Activities

- Application Management.
- Demand Management Division.
- Digital Service.
- Enterprise Portfolio Management Division.
- Financial Management Business Transformation.
- Technical Integration.
- Project Special Forces (and VIP)
- Transition, Release, and Support.

Application Management

Overview

The Application Management function manages IT implementation efforts, including testing, design, analysis, and data management within EPMO. The Application Management Office (AMO) supports data management goals of building quality software solutions for mission critical operations to better synchronize IT resources with business needs while improving access, efficiency, and quality VA enterprise-wide.

Functions and Activities

- Software Testing and Section 508.
- Software Engineering.

- Data Management.
- Business Intelligence Service Line.
- Enterprise Test Services.

Demand Management Division

Overview

The Demand Management Division (DMD) provides a consolidated set of enterprise-wide services that will enable VA to capture business needs, architect, engineer, and monitor performance, ensure program alignment, and successfully provide cloud solutions in support of VA Information Technology (IT) Modernization. DMD will become the "gateway" for IT initiatives throughout the VA IT Enterprise by being in the forefront of the VA modernization effort to improve solution delivery that results in better outcomes to our Veterans.

Digital Service

Overview

The Digital Service at VA team partners with VA to solve important, Veteran-facing problems. The team utilizes design and technology best practices to provide Veterans with the best digital tools to empower them to discover, apply for, track, and manage their benefits online.

Functions and Activities

- Makes decisions based on the needs of our users and data.
- Builds simple and intuitive products.
- Enables modern, reliable, adaptable, and sustainable solutions.

Enterprise Portfolio Management Division

Overview

The Enterprise Portfolio Management Division (EPMD) is responsible for overseeing and directing each of the five IT portfolios, while seeking to improve performance and deliver appropriate IT strategy within the organization. EPMD also oversees program and project managers in enterprise-wide scheduling, resource allocation, testing, design, engineering, and implementation, and works closely with the account managers to ensure they have the information they need to work with our business partners.

Functions and Activities

- Consolidating programs and projects under the five VA business line portfolios: Health, Benefits/Appeals/Memorials (BAM), Corporate (CORP), Enterprise Services (ES), and Information Assurance (IA), which directly support VA's strategic objectives.
- Directing the tracking of budget funding from portfolio down to project level.
- Integrating security into all aspects of every project.

Financial Management Business Transformation

Overview

The Financial Management Business Transformation (FMBT), Information Technology Division within EPMO ensures the successful implementation of the integrated Financial and Acquisition Management System (iFAMS). This team works together with our business partners to guide the technical approach to this business transformation effort.

Functions and Activities

- The FMBT provides VA a modern financial and acquisition management solution with transformative business processes and capabilities that enable VA to meet its goals and objectives in compliance with financial management legislation and directives.

- The financial system transformation effort will increase the transparency, accuracy, timeliness and reliability of financial information resulting in improved fiscal accountability to American tax payers and offers a significant opportunity to improve care and services to our Veterans.

- VA will gain increased operational efficiency, productivity, agility, and flexibility from a modern Enterprise Resource Planning (ERP) cloud solution – which will also provide additional security, storage, and scalability.

- VA will use the commercial-off-the-shelf (COTS) Momentum product as created by the vendor, without modifications. Updates to Momentum will be executed only as part of the mainstream commercial product. There will be no version of the COTS product unique to VA.

Technical Integration

Overview

The Office of Technical Integration is responsible for analyzing the state of legacy systems within VA and creating modernization strategies for those systems consistent with the transformation of several other major initiatives, such as Financial Management Business Transformation (FMBT) and Veterans Benefits Management System (VBMS), Benefits Delivery Network (BDN), HR SMART and all systems that OIT is modernizing. The Office of Technical Integration coordinates extensively with the Program Management Offices for all existing and emerging IT technology innovation and programs, including but not limited to Financial Management Business Transformation (FMBT), Electronic Health Records Modernization (EHRM), Defense Medical Logistics Standard Support (DMLSS) as well as IT Account Managers and business leadership. The office of Technical Integration innovates IT programs by working across pillars to bring together infrastructure and software development experts, budgetary plans, and security professionals to create future solutions to our legacy problems.

Transition, Release, and Support

Overview

Transition, Release and Support (TRS) is a key component of EPMO, providing overall system sustainment and the single authoritative release schedule across the VA enterprise. TRS sustains deployed systems by providing budget, acquisition, contract, technical risk management, and technical solutions. They are also responsible for coordinating custom developed application or Commercial-Off-The-Shelf (COTS) maintenance, as well as collaborating with stakeholders to ensure the continued success and availability. TRS team members are experts in rollout and release of system updates.

Project Special Forces

Overview

The Project Special Forces (PSF) team is the "Rescue OPS" triage unit. They provide an authoritative IT project data source via the Veteran-focused Integration Process (VIP) Dashboard and support methodology and policy across OIT, which includes monthly Office of Management and Budget (OMB) reporting.

Functions and Activities

- Assists projects when they are experiencing challenges with delivering.
- Mentors and train project teams on opportunities for improvement and industry best practices.
- Advises and guide portfolios within the project management directorate.
- Tracks trends and challenges across OIT and EPMO and identify systematic and isolated incidents that provide opportunities for process improvement.

IT Operations and Services

Overview

The Office of IT Operations and Services (ITOPS) delivers enterprise-wide IT infrastructure engineering and operations services effectively, efficiently and securely to enhance the customer experience and enable VA to optimize service delivery to Veterans.

Functions and Activities

- Service Operations ensures the end to end delivery of effective, best value IT services for VA employees and contractor staff.
- Solution Delivery is responsible for engineering solutions for VA service requirements and standards-based enterprise infrastructure.
- Service Management and Planning enables ITOPS to increase effectiveness and efficiency through central oversight and shared support services.
- Continuous Service Improvements drives ongoing service improvement, process improvement, and operational excellence.

Office of Information Security

Overview

The Office of Information Security (OIS) ensures the cybersecurity of Veteran and VA information and VA information systems and infrastructure while ensuring the resiliency of VA's cyberspace ecosystem. OIS does this through proactive monitoring, safeguarding, threat intelligence, adaptive response, adherence to Federal requirements and best practices, and the recruitment, retention, and development of a world-class cybersecurity workforce. OIS program drivers are VA Strategic Plan FY18-24, VA IT Strategic Plan FY 2018-2024, National Institute of Standards and Technology (NIST) Risk Management Framework, and

Presidential Executive Order 13800: Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure.

Functions and Activities

- Protect Veteran Information and VA Data.
- Deliver a VA Cyberspace Ecosystem that is Resilient to Threats.
- Protect VA Information Systems and Infrastructure.
- Support VA's Recruitment, Development, and Retention of a Talented Cybersecurity and Privacy Workforce.

Cybersecurity Program Integration (CSPI)

Overview

CSPI provides VA Cybersecurity Program management services to ensure operations and the use of resources are integrated, transparent, and efficient across the program. CSPI develops the program's strategic goals and objectives, and recommends necessary adjustments to improve the organization's ability to meet those goals. CSPI participates and provides expert technical advice on all phases of short, mid, and long-range planning of organization and management activities, and coordinates with OIT Pillars, as well as external organizations to identify and mitigate all risks and issues, and implement best practices to improve VA cybersecurity policies and programs. CSPI provides technical guidance on program objectives, strategy development, and strategic direction. Continuously evaluates OIS operations to ensure organizational objectives and goals are met. Develops, recommends and implements efficient general management and administrative practices.

Functions and Activities

- Cybersecurity Program Planning, Programming, Budgeting, and Execution.
- Acquisitions and Contracts Management.
- Cybersecurity Program Strategic Planning and Integration.
- Cybersecurity Program Administration.

Enterprise Cybersecurity Strategy Program (OIS-ECSP)

Overview

The ECSP is a comprehensive cybersecurity program that aligns with Presidential Executive Order 13800, Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure (May 2017). The program was first established as the Enterprise Cybersecurity Strategy Team (ESCT) in July 2015 as a reaction to current activities and then matured and transitioned to the ongoing ECSP in 2017. It enables VA to make risk-informed decisions related to cybersecurity activities in alignment with the National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF) and Risk Management Framework (RMF). The ECSP guides and supports the execution of cybersecurity activities to mitigate risks to VA while

balancing risk mitigation with VA business needs and patient safety to provide a secure and seamless experience to VA and our nation's veterans.

Functions and Activities

- Information Security Strategy Development/Integration.
- IS Strategy Executive Liaison.
- Organizational Cyber Security Capabilities Development.
- Mission/Business and IS Strategy Integration.
- ECST Program Management/Reporting.
- IS Strategy Financial Planning.
- ISCM Planning/Strategy.
- CDM Liaison to DHS/OMB.

System Security Support

Overview

System Security Support (SSS) is made of a Specialized Device Security Division and Research Support Division, and is responsible for protecting and defending information and information systems by ensuring their availability, integrity, authentication, confidentiality, and non-repudiation. SSS provides information security operations, guidance, and auditing to ensure adherence and system/network compliance with Federal Regulations, NIST guidance and VA Policies and procedures. SSS' Research Support Division uses a risk management approach to develop and implement enterprise Information Security standards, guidelines, and procedures that address VA information security objectives. SSS' Specialized Device Security Division ensures the privacy, confidentiality, integrity, and availability of Department of Veterans Affairs (VA) network-connected specialized devices, to include Medical Devices, Special Purpose Systems, and Telehealth Equipment.

Functions and Activities

- Office of Research Development (ORD) and Office of Research Oversight Security Guidance and Support
- Research Institutional Review Board (IRB) Security Support
- Research Audit Support
- Research Security Cooperative/Collaborative Study Support
- National Research Policy Reviews
- Technical Security Expertise/Field Support Training
- Research Information Security Working Group

- Security Education and Awareness Training
- National Research Security Support (ISSO Governance Meetings)
- Information Security Strategy Development/Integration
- Enterprise Security System/Network architecture Support
- Security Standards, Guidelines, SOP, policy development
- Research System/Project Support
- Enterprise ATO Sustainment Support
- Research System/Network SDLC Support
- Research Security SME Support / IRB Support
- Research POAM Support
- Research Security Architecture Enterprise-Level Strategy/Policy
- Medical Device Protection Program
- Special Purpose System (SPS) Program
- Telehealth Equipment Protection Program
- Continuous Readiness Outreach
- Isolation Oversight and Management
- Inventory Oversight and Management
- Vulnerability Management
- Risk Management (Lifecycle Mgmt)
- Telemedicine Information Risk Management Support
- Medical Device Cloud Support
- MOU/ISSA Support and guidance

Information Security Policy and Compliance

Overview

Responsible for developing and maintaining VA's cybersecurity policy; ensuring policy is current and in compliance with Federal laws, regulations, and guidelines; ensuring that all IT products and services

procured for VA use, and included on the Technical Reference Manual, comply with Departmental cybersecurity policy; and, coordinating and submitting FISMA and other Congressional reports regarding VA's cybersecurity posture.

Functions and Activities

- VA Knowledge Service
- Policy SharePoint Management
- OMB/DHS FISMA Liaison
- VA CyberScope Lead POC and Administration
- FISMA SharePoint Management
- Oversight Reporting
- Congressional Responses
- Policy Research/Analysis and Development/Interpretation
- Security Procurement Review
- ITARS Administration
- Initial Product Review Development
- Technical Reference Model Liaison/Voting

Information Security Technology and Metrics Program

Overview

Responsible for the execution of capabilities and strategies to describe, assess, and continuously monitor and measure VA's Cybersecurity landscape. The program includes work streams such as Software Assurance (SwA), Identity and Access Management (IAM) Security, Cybersecurity metrics collection and Information Security Continuous Monitoring (ISCM) activities to support future risk informed decision making.

Functions and Activities

- IT Security Engineering/Support
- EPMO Security Support
- Risk Assessment Support
- Security Acquisition Support
- Enterprise Application Security Support

- Security Code Review
- Cyber Program Metrics Reporting and Dashboard Support
- CDM Governance/Planning /Strategy
- FICAM /PIV Security Support
- Electronic Health Record (EHR) Security Support
- ISCM Governance/IPT Support

Enterprise Security Architecture (ESA)

Overview

Responsible for building an Enterprise Cybersecurity Architecture compatible with the NIST Cybersecurity Framework (CSF) that guides security for existing and emerging IT capabilities. ESA develops strategy, guidelines and processes that will mature and integrate cybersecurity capabilities across VA to improve VA's cybersecurity posture. Additionally, ESA provides expertise to support major VA initiatives and special projects including cloud adoption and the Electronic Health Record (EHR).

Functions and Activities

- Security Domain Application
- Security Architecture Enterprise-Level Strategy/Policy
- Enterprise Architecture Support to VA
- Cloud Security Strategy Development
- Cloud Security Architecture
- Mobile Device, IoT, Analytics
- Security Architecture Support
- IT Modernization (OMB)
- Cloud Architecture Acquisition Support
- Enterprise Security Risk Assessment Model (ESRAM)

Cybersecurity Operations Center (CSOC)

Overview

Protects VA information and information systems on a 24/7/365 basis by preparing for and defending against emerging and imminent threats. CSOC accomplishes this by collecting cyber threat intelligence, hunting for adversarial behavior on the VA network, responding to cyber security incidents, reporting

cyber threats and vulnerabilities, and providing value-added cyber security consulting services to the Agency.

Functions and Activities

- Business Intelligence.
- Cyber Threat Intelligence.
- Enterprise Vulnerability Scanning.
- External Assessment Services.
- Cyber Technical Services.
- Enterprise Visibility.
- Cybersecurity Incident Response.
- Cybersecurity Analytics.

Information Security Risk Management (ISRM)

Overview

Oversees the Department's cybersecurity risk management program, including the Assessment and Authorization (A&A) risk review capability; the Security Control Assessment (SCA) function; the Personal Identity Verification (PIV) Card Issuance (PCI) Assessments; the Governance, Risk Management, and Compliance (GRC) process; and Information Assurance Case Managers.

Functions and Activities

- Assessment and Authorization
- EMASS
- Case Management
- Web Assessment
- Operational Servers
- Risk Review
- Compliance Oversight
- PCI Program
- SCA Program

VA Cyber Workforce Management

Overview

The Cyber Workforce Management office implements people-focused strategies that are an essential part of improving and transforming VA's cyber capabilities. VA Cyber Workforce develops programs for VA to leverage to improve recruitment, retention, development, and growth opportunities for cyber professionals at VA. Cyber Workforce strategies allow VA to stay compliant with Federal Cyber Workforce requirements as well as developing the workforce to prepare for future cyber needs and vulnerabilities.

Functions and Activities

- Define and implement a consolidated privacy governance and leadership structure to support the strategic mission and objectives of the privacy program.
- Foster a culture of privacy awareness and transparency to protect the sensitive data of U.S. Military Veterans, their families and employees through improved privacy policy and compliance efforts.
- Develop an integrated privacy control framework to ensure proper design, development, and implementation of effective privacy controls in VA business units and administrations.
- Develop and implement an integrated privacy risk management framework to provide effective risk identification, tracking, remediation, and monitoring activities throughout all VA organizations.

Data Breach Response Service (DBRS)

Overview

DBRS manages Privacy and Security-related events and incidents on a national level that are entered into the Privacy and Security Events Tracking System and interacts with the Privacy Officers (PO) and Information Security Officers (ISO) in the field and the National Data Breach Core Team. DBRS consists of individuals that have extensive experience in the Information Security and Privacy within VA and the Healthcare industry.

Functions and Activities

- Monthly Reports to Congress of Data Incidents.
- Quarterly Reports to Congress, mandated by P.L. 109-461, Title 9
- Supports 700+ ISO's and PO's globally in the tracking, mitigation and prevention of Data breaches.
- Provides program oversight management of the Privacy and Security Events Tracking System (PSETS)
- Collaborates with stakeholders to ensure compliance with emergent laws and guidance.
- Provides external reporting to oversight partners, such as Congressional committees, OMB, and HHS.

- Provides input to VA IT Workforce Development and national training initiatives to ensure updates and accuracy in Privacy Officer and ISO training.

Privacy Service (PS)

Overview

The mission of VA Privacy Service is to preserve and protect the Personally-Identifiable Information (PII) and Protected-Health Information (PHI) of Veterans, their families and VA employees by promoting a culture of privacy awareness and maintaining the trust of those we serve by embedding and enforcing privacy protections, transparency and accountability into all VA activities. PS supports VA through compliance with regulatory requirements and legislative mandates; administers its programs based on the code of fair information practices rooted in the Privacy Act of 1974 (as amended 5 U.S.C. 552a); and provides privacy awareness training, resources and consulting services.

Functions and Activities

- Defines and implements a consolidated privacy governance and leadership structure to support the strategic mission and objectives of the privacy program.

- Fosters a culture of privacy awareness and transparency to protect the sensitive data of U.S. Military Veterans, their families and employees through improved privacy policy and compliance efforts.

- Develops an integrated privacy control framework to ensure proper design, development, and implementation of effective privacy controls in VA business units and administrations.

- Develops and implement an integrated privacy risk management framework to provide effective risk identification, tracking, remediation, and monitoring activities throughout all VA organizations.

Office of IT Resource Management

Overview

The Office of Information and Technology Resource Management (ITRM) advises the AS/CIO and other senior OIT officials on OIT resource requirements. The office is responsible for the management of all IT resources, direction of financial and IT asset management, and the policies and strategic planning activities for OIT acquisitions. with primary responsibility for linking the budgeting process with IT programs, ITRM is responsible for directing fiscal activities related to linking the budget process to all established IT operations and enterprise-wide management initiatives.

Functions and Activities

- IT Budget and Finance.

- Space and Facilities Management.

- Strategic Planning and Analysis.

- Talent Management.

- Human Capital Management.
- IT Workforce Development.
- Organizational Development and Engagement.

Office of IT Budget and Finance

Overview

The Office of IT Budget and Finance's (ITBF) main function is to plan, program, execute, control, and account for VA's IT resources. ITBF ensures that the VA IT budget is in accordance with all IT requirements across VA and is aligned with its goals and objectives.

Functions and Activities

- Implementation of the programming, budgeting, and execution life-cycle within OIT.
- Translation of Congressional appropriation into a Budget Operating Plan (BOP) that matches IT funds with IT needs.
- Performance of a full accounting of all budgetary resources and verification of internal controls across the Office of Information and Technology.

Space and Facilities Management

Overview

The Office of IT Space and Facilities Management (SFM) provides Facilities Space Management to 43 OIT locations nationwide, consisting a total of nearly one million square feet of space. SFM manages space, infrastructure, occupational health and safety, energy management, and physical security. These functions include space planning, leasing, design, workspace accountability, construction, safety, physical security, maintenance, furniture, utilities, and cleaning.

Our projects cover wide-ranging facilities issues. SFM works on capital construction projects, large and small projects designed to improve or repair existing facilities, and new facility improvement. Projects include all aspects of the facilities infrastructure including electrical, plumbing, HVAC, health, fire, life, safety, renovations – as well as space build outs – and new construction. SFM also manages the COOP facility for the VA Secretary and Assistant Secretaries outside the DC area and host the annual Eagle Horizon exercise.

Strategic Planning and Analysis

Overview

The Office of Strategic Planning and Analysis (OSPA) provides leadership and guidance to OIT on strategic planning, performance management, data analytics, and organizational governance to promote efficient use of IT resources, inform programming and budget information, and increase accountability to VA business partners and stakeholders.

OSPA enables OIT to evaluate strategic, operational, and financial benefits from major business process and enterprise initiatives by establishing value-based performance metrics. OSPA leads the charge to align

OIT's mission, vision, and values to concrete, measurable strategies that propel OIT toward achieving its desired goals. OSPA also prioritizes accountability, tying OIT's performance closely to the value for the Veteran and improving responsible, transparent stewardship of taxpayer funds.

Office of Talent Management

Overview

Human Capital Management (HCM) provides a variety of human capital functions to help OIT develop, deploy, and improve internal agency policies and procedures associated with the effective management of human capital and the skills, abilities, and productivity of hard-working OIT employees across the organization. HCM represents OIT in all human capital-related matters and develops and directs the division's strategic goals to support OIT's mission and vision. Additionally, HCM provides direct oversight to the OIT SES management program, including classification, performance plans, and awards.

IT Workforce Development (ITWD) provides Office of Information and Technology (OIT) employees with learning initiatives designed to create—and maintain—a skilled workforce. ITWD prepares IT professionals at the Department of Veterans Affair (VA) to better serve Veterans while achieving personal career goals through targeted, competency-based skill development programs.

- ITWD designs, develops, and delivers IT-specific training using:
- Strategic learning events developed in collaboration with the field.
- Smart classrooms with video-conferencing systems and virtual desktop technology.
- Virtual VA IT Campus and instructor-led industry recognized IT certifications.
- VA IT Campus live training broadcasts and on-demand recordings.
- Together with the Talent Management Office, ITWD also prepares future leaders through the OIT Leadership Development Program. Three academies are administered:
    - The Future Supervisor Academy.
    - The Future Senior Leader Academy.
    - The Future Executive Leader Academy.
- ITWD maintains 28 competency models in OIT using the Office of Personnel Management framework, continuously adding more and updating the existing models. ITWD develops training that can be applied to each employee's electronic Individual Plan (eIDP).
- ITWD also provides VA-wide Federal Information Security Modernization Act compliance standards alongside security, privacy, and rules of behavior training. VA Privacy and Information Security Awareness and Rules of Behavior web training is provided annually to over 400,000 VA employees and support personnel, which results in a safer, better informed workforce that can reliably protect Veteran data.

- The Office of Organization Development and Engagement (ODE) conducts proactive engagements to accomplish its six functional objectives: plan and implement the OIT Organizational Change Management (OCM) methodology; improve employee engagement; facilitate employee engagement by supplementing and supporting strategic communication; identify and promulgate best practices within OIT; measure and track employee experience; use data-driven analysis to enhance employee engagement.

Office of Quality, Performance, and Risk

Overview

The Office of Quality, Performance, and Risk (QPR) advises the AS/CIO on several complex and sensitive Performance and Risk issues that cross organizational boundaries within the Department. In addition to interfacing with external agencies, such as OMB, GAO, OIG, and Congress, QPR works to assure department–wide compliance with all applicable laws, policies and standards.

Functions and Activities

- OIT Independent Verification and Validation
- OIT Risk Management
- OIT Audit Compliance and Reporting
- OIT Business Process Reengineering
- Supports OIT Strategy and Governance Management
- OIT Quality Program Management
- OIT Audit Engagements
- VA Privacy and Records Management Assessments
- VA Privacy, Data Breach, FOIA, and Records Management

Authorities

P.L. 93-112. Rehabilitation Act of 1973.
P.L. 103-356. Government Management Reform Act (GMRA) of 1994.
P.L. 103-62 Sec. 1116 (d) (5). Government Performance and Results Act (GPRA) of 1993.
P.L. 104-106. The Clinger-Cohen Act of 1996.
P.L. 104-13. Information Technology Management Reform Act of 1996.
P.L. 104-191. Health Insurance Portability and Accountability Act (HIPAA) Standards44 US §3101. The Federal Records Act of 1950.
P.L. 104-231. The Freedom of Information Act, as amended 5 U.S.C. 522.
P.L. 105-277. The Government Paperwork Elimination Act of 1998 H.R. 1163. Federal Information Security Amendments Act of 2013.
P.L. 107-347. E-Government Act of 2002.
P.L. 107-347. Federal Information Security Management Act 2002 (FISMA).
P.L. 108-136. Services Acquisition Reform Act of 2003.

P.L. 109-114. Military Quality of Life and Veterans Affairs Appropriations Act of 2006.
P.L. 109-461. The Veterans Benefits, Healthcare, and Information Technology Act of 2006.
P.L. 110-389. Veteran Benefits Improvement Act of 2008.
P.L. 115-278. Cybersecurity and Infrastructure Security Agency Act of 2018.
5 U.S.C. Privacy Act of 1974.
HR 5835. Veterans Identity and Credit Security Act of 2006
E.O. 13321. Critical Infrastructure Protection in the Information Age.
E.O. 13587. Cybersecurity Federal Regulations/Federal Information Processing Standards (FIPS).
OMB Memorandum M-16-02. Category Management: Improving the Acquisition of Common Information Technology: Laptops and Desktops.
OMB Memorandum M-16-12. Category Management: Improving the Acquisition and Management of Common Information Technology: Software Licensing
NIST SP 800-53 Revision 4.
OMB Circular A-11, Part 7. Preparation Submission and Execution of The Budget.
OMB Circular A-11, Section 5. Preparation, Submission, and Execution of The Budget.
OMB Circular A-130 Revised.
OMB Circular A-130, Appendix III. Managing Information as a Strategic Resource,
OMB Circular A-130. Managing Information as a Strategic Resource.
OMB Memorandum M-00-13. Privacy Policies and Data Collection on Federal Web Sites.
OMB Memorandum M-03-22. OMB Guidance for Implementing the Privacy Provisions of the E-Government Act of 2002.
OMB Memorandum M-06-16. Protection of Sensitive Agency Information.
OMB Memorandum M-07-16. Safeguarding Against and Responding to the Breach of Personally Identifiable Information.
OMB Memorandum M-15-14 Management and Oversight of Federal Information Technology
OMB Memorandum M-16-20 Category Management: Improving the Acquisition and Management of Common Information Technology: Mobile Devices and Services
Office of Federal Procurement Policy (OFPP) Memorandum, Revisions to the Federal Acquisition Certification for Program and Project Managers.
Office of Federal Procurement Policy (OFPP) Developing and Managing the Acquisition Workforce.
Office of Federal Procurement Policy (OFPP) Memorandum, The Federal Acquisition Certification for Program and Project Managers.
VA Directive 4900. Rescission Notice of VA Directive 4900 Internal Controls for Financial and Financial Interfacing Automated Information Systems.
VA Directive 6500. Managing Information Security Risk: VA Information Security Program.
VA Directive 6501. Privacy and Release of Information.
VA Directive 6502. VA Enterprise Privacy Program.
VA Handbook 6500. Risk Management Framework for VA Information Systems - Tier 3: VA Information Security Program.
GAO 09-232G. Federal Information System Controls Audit Manual (FISCAM).
Homeland Security Presidential Directive 12 (HSPD).
Homeland Security Presidential Directive 7 (HSPD).
Inspector General FISMA Audit 2011.
National Institute of Standards and Technology (NIST) Special Publications.

Office of Enterprise Integration

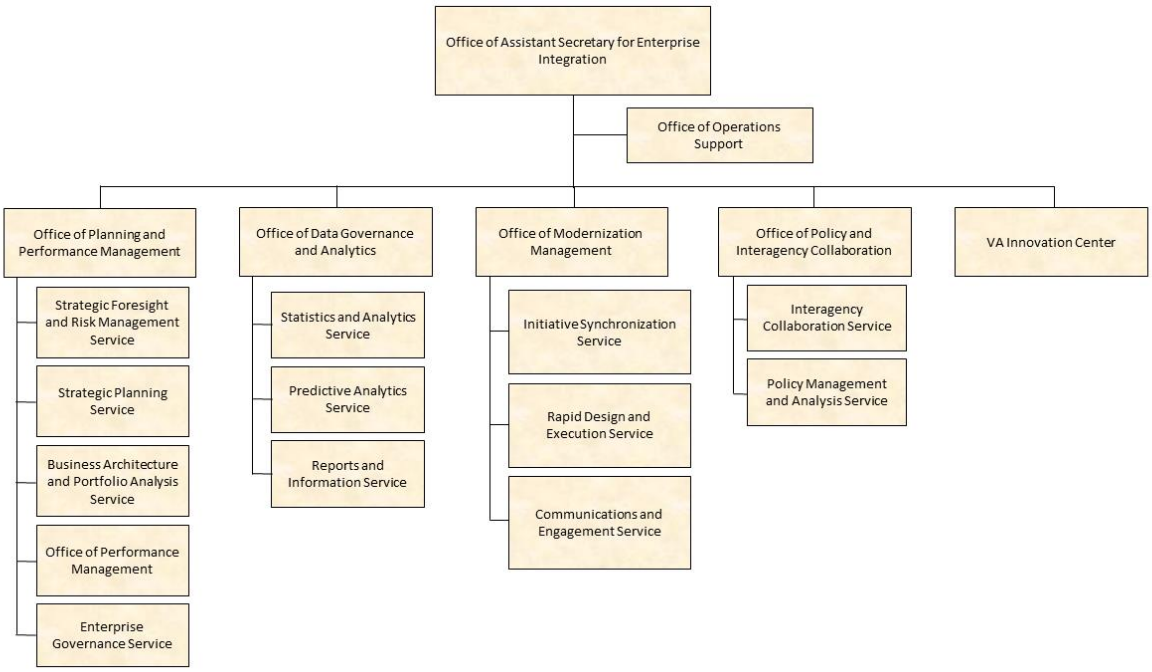

Figure 24 - Office of Enterprise Integration

Alternate representation of the Office of Enterprise Integration organization chart

Office of the Assistant Secretary for Enterprise Integration

Mission Statement

The Office of Enterprise Integration (OEI) orchestrates and leads the continuous improvement of Veterans and employee experience through effective enterprise integration of people, processes, technology; innovations; and maturing organizational management capabilities.

Overview

The Office of Enterprise Integration (OEI) leads the Departmental efforts in:

- Modernization of the Department's operating capabilities and processes
- Strategic and future foresights
- Strategy and strategic planning
- Integrated enterprise planning
- Enterprise risk management
- Performance management

- Policy management and analysis
- Transformation and innovations
- Data governance
- Data analytics and statistics
- Coordination of interagency collaboration with the Department of Defense and other Federal agencies.

Authorities

38 U.S.C. Part I § 308. Veterans Benefits; General Provisions; Assistant Secretaries; Deputy Assistant Secretaries.
VA Directive 0000. Delegations of Authority.
VA Directive 0005. Scientific Integrity.
VA Directive 0054. VA Enterprise Risk Management (ERM).
VA Handbook 6330. Directives Management Procedures.
VA Directive 0211. Functional Organization Manual Management (FOM).
VA Directive 0213. Organizational Changes Policy.
VA Directive 0214. Department of Veterans Affairs (VA) Governance Structure.
VA Directive 0215. Management of Institute of Medicine Reports.
VA Directive 0311. Joint Ventures Program.
VA Handbook 0311. Joint Ventures Program.
VA Directive 0326. Department of Veteran Affairs Strategic Policy Agenda.
VA Directive 0999. Enterprise Directives Management.

Office of Operations Support

Overview

Manages and provides administrative support to OEI including budget, personnel, travel, information technology, office space, security, and other services.

Functions and Activities

- Manages OEI workplace policies and standard operating procedures.
- Manages budget; financial management; travel management, and space management activities for OEI.
- Oversees all Human Capital Management support for OEI employees.
- Manages the distribution and inventory of information technology devices, software, and systems issued to OEI.

Office of Planning and Performance Management

Overview

The Office of Planning and Performance Management (OPPM) conducts forward-thinking strategic planning to address long-range issues; coordinates business strategy development; integrates mission requirements; oversees and coordinates the use of performance metrics to facilitate informed VA

leadership decision-making; oversees and manages the Department's governance process; leads the Department's strategic future foresight and assessment, and aligns business requirements with planning and execution activities of the Department's programs and initiatives. OPPM supports data-driven analysis and decision-making to improve the efficiency and effectiveness of VA's management capabilities and operations. OPPM is also responsible for managing VA's enterprise risk management framework that provides the necessary governance, communications, training, processes, and tools to effectively identify, assess, mitigate, and monitor risks. OPPM enables VA's senior leaders to maintain a comprehensive understanding of both known and emerging risks in the Department and how these risks are being addressed.

Functions and Activities

- Orchestrates and manages the Department's Strategic Operating Model/Manage for Results process to drive management activities and integration across the Department.
- Produces annual planning guidance to refine and update the strategic guidance articulated within the VA Strategic Plan.
- Coordinates with relevant VA stakeholders and develops the Department's Agency Priority Goals (APG) bi-annually.
- Updates OMB quarterly on VA's progress on APG.
- Develops the Department's Annual Performance Plan and Report for OMB.
- Coordinates and provides information for the VA Operations Board which enables VA leadership to review program progress, resolve performance problems, and assist leadership in focusing on top priorities and problems within the context of performance, budget, and workload results.

Strategic Foresight and Risk Management Service

Overview

Strategic Foresight and Risk Management (SFRM) leads the Department's strategic future foresight and risk management process. SFRM is responsible for managing VA's enterprise risk management framework that provides the necessary governance, communications, training, processes, and tools to effectively identify, assess, mitigate, and monitor risks. SFRM also leads the Department's strategic future foresight program to provide forward-looking analysis that identifies emerging and long-range issues, risks, and opportunities that affect Veterans and VA. SFRM enables VA's senior leaders to maintain a comprehensive understanding of both known and emerging risks in the Department and how these risks are being addressed.

Functions and Activities

- Leads the Department's enterprise risk management program and collaborates with other risk offices in VA and the Office of Management to produce the annual Risk Profile to fulfill OMB Circular
  A-123 requirements.
- Implements and oversees execution of VA's risk management framework that encompasses governance, communications, training, processes, and tools required to identify, assess, mitigate, and monitor risks.

- Matures the enterprise risk management program by developing a risk assessment process, risk interview questions, and root cause analysis tools for administrations and staff offices.

- Applies strategic foresight methodologies (alternate futures, scenario-based analysis, etc.) to guide policy development and shape strategy decisions, developing futures analyses for the Department's senior leaders, strategic planning community, and other stakeholders.

- Conducts environmental scanning to understand the nature and pace of change and identify likely future opportunities and challenges for Veterans and the Department.

- Fosters collaborative strategic studies within VA and across Federal agencies, academic institutions, and think tanks, to include leading the development of the Federal Foresight Community of Interest.

- Serves as the co-chair of the Federal Foresight Community of Interest, which includes 300+ members from 31 private and 69 government organizations collaborating to share best practices and strategic foresight information across Federal and state governments, academic institutions, and research institutes.

- Conducts Strategic Environmental Assessments (SEA) which are a critical input in developing the Department's Strategic Goals and Objectives and requires environmental scanning and external stakeholder engagement to present an enterprise level view of the Department's operating environment.

Authorities

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.

Strategic Planning Service

Overview

The Strategic Planning Service conducts forward-thinking planning to address long-range issues and leads the Department's Quadrennial Strategic Planning Process to develop the VA's 5-7-year Strategic Plan as mandated by OMB Circular A-11.

Functions and Activities

- Manages the development, refinement, and execution of the Department's Quadrennial Strategic Planning Process. Chairs the Department's cross-organizational Strategic Planning Team which coordinates the development and execution of the Department's strategic plan.
- Provides guidance, support, and expertise to assist the Administrations' and Staff Offices' internal long-range planning efforts to ensure enterprise alignment in implementing the Department's strategic plan.
- Conducts the biannual Strategic Reviews as mandated by OMB Circular A-11 which reports on the Department's progress towards the VA Strategic Plan strategic objectives. Develops the mid-year progress update and the end of year report that is included in the Annual Performance Review (APR).

Authorities

OMB Circular A-11. Preparation Submission and Execution of the Budget.

Business Architecture and Portfolio Analysis Service

Overview

The Business Architecture and Portfolio Analysis (BA/PA) Service supports data-driven analysis and decision-making to improve the efficiency and effectiveness of VA's management capabilities and operations.

The VA Business Architecture and Portfolio Analysis Service is responsible for VA's analytic framework and portfolio analysis associated with requirements, functions, organizations, resources, IT systems and system components, facility and facility type, customer satisfaction, performance and risks. The output of the BA/PA Service drives:

- Improvements in agency mission performance;
- Cost reductions through consolidation and standardization of business functions, business processes, IT investments and opportunities for shared services;
- Simplified service delivery for both customer-facing and back-office services;
- Identification of strategic tradeoffs between requirements, resources, risks, and performance;
- Prioritized requirements to improve Veteran and employee experiences; and
- The development of actionable, accurate, and comprehensive evidence-based portfolio, program, and functional assessments.

Functions and Activities

- Develops and manages VA business architecture.
- Conducts management capability portfolio analysis.
- Supports the integration of business, data, systems, and application architectures.

Office of Performance Management

Overview

The Office of Performance Management (OPM) coordinates VA's performance management activities in compliance with the Government Performance and Results Act of 1993 and GPRA Modernization Act 2010. OPM supports the Deputy Secretary through the Assistant Secretary Office of Enterprise Integration to keep VA leadership informed on various thought leadership initiatives related to managing all aspects of enterprise level performance measurement and reporting across VA for improved operations and for reporting to external stakeholders. The mission for the OPM is to implement enterprise level performance management for the Department of Veterans Affairs. This mission is guided by OMB's Circular A-11 "Strategic Plans, Annual Performance Plans, Performance Reviews, and Annual Program Performance Reports"

Functions and Activities

- Plans, facilitates, and documents performance measurement and reporting within the Department and with outside stakeholders.

- Facilitates a month review of performance data which enables VA leadership to review program progress, resolve performance problems, and assist leadership in focusing on top priorities and problems within the context of performance, budget and workload results.

- Produces the VA's Annual Performance Plan (APP), Annual Performance Report (APR), and the performance section of the Annual Financial Report (AFR) that presents VA's performance results during and at the end of each fiscal year.

- Administer the quarterly status reporting of VA's Agency Priority Goals (APGs) to OMB.

- Integrates performance management with the strategic planning and budget formulation and execution processes.

Enterprise Governance Team

Overview

The Enterprise Governance Team supports VA senior leadership engagements with internal/external stakeholders through recurring high-level governance meetings.

Functions and Activities

The Enterprise Governance Team provides the following services to VA senior leadership.

- Planning meeting logistics

- Scheduling governance meetings

- Analyzing issues

- Tracking action items from meetings

- Conducting stakeholder management

- Gathering information pre- and post-meetings

Office of Data Governance and Analytics

Overview

The Office of Data Governance and Analytics (DGA) is responsible for providing VA statistics and data analytic products and services to support planning; policy analysis; policy development; reporting, and decision-making in the Department. DGA is also responsible for leading VA's enterprise data governance and managing the Department's data stewardship program.

Activities

- Leads the Department's effort to implement and manage VA's enterprise-wide data governance, data stewardship programs, and the open data initiatives.

- Publishes a wide range of data analytic and statistical reports such as the Unique Veterans Report, Women Veterans Report, Minority Veterans Report, Veteran profiles, Geographic Distribution of VA Expenditures (GDX), and VA State Summaries.

- Provides mapping and geospatial analytic services and products to support VA planning and decision-making activities.

- Manages and updates the U.S. Veterans Eligibility Trends and Statistics (USVETS) multidimensional database used by analysts for business intelligence, modeling, and reporting activities.

- Produces Veteran Population Projection of future Veteran demographic and socio-economic status to support VA budget, strategic planning, and policy making.

- Maintains the official VA statistics website (https://www.va.gov/vetdata) and responds to requests for VA statistics from the public.

Authorities

38 U.S.C. 308, 512. Veterans Benefits: General Provisions.
38 U.S.C. 527. Veterans Benefits: Evaluation and Data Collection.
P.L. 108-454 § 805. Veterans Benefits Improvement Act of 2004.

Statistics and Analytics Service

Overview

The Statistics and Analytics Service (SAS) provides VA statistics and data analytic products and services to support VA planning; policy analysis; policy development; reporting, and decision-making in the Department.

Functions and Activities

- Conducts a wide range of data analytic publishes analytic and statistical reports such as the Unique Veterans Report, Women Veterans Report, Minority Veterans Report, Veteran profiles, Geographic Distribution of VA Expenditures (GDX), and VA State Summaries.

- Manages the resources required for data collection and processing and for conducting business intelligence and data analytic activities.

Predictive Analytics Service

Overview

The Predictive Analytics Service (PAS) maintains databases of the current and past Veteran population and projects future Veteran population to support VA planning, policy analysis, reporting, and decision-making. PAS is responsible for developing and disseminating statistics on the Veteran population and VA programs to provide the necessary evidence to support planning and decision-making to improve the economic and social well-being of Veterans and their families.

Functions and Activities

- Models estimates and projection of Veteran population (VetPop) by demographic characteristics to support VA strategic planning, policy making, and budget development.
- Manages and updates the integrated U.S. Veterans Eligibility Trends and Statistics (USVETS) multidimensional database used by DGA analysts for business intelligence, modeling, and reporting activities.
- Documents and maintains business rules for authoritative sources for data elements contained in USVETS.
- Validates and conducts quality control of raw data prior to integration into USVETS.
- Develops and maintains Online Analytical Processing (OLAP) data cubes to support business intelligence and reporting activities.

Reports and Information Service

Overview

The Reports and Information Service (RIS) is responsible for disseminating statistics on the Veteran population and VA programs to support VA planning, policy analysis, reporting, and decision-making. RIS is also responsible for supporting OEI privacy service activities.

Functions and Activities

- Manages the collection and dissemination of official Veteran statistics for the Department.
- Produces statistical reports such as the Geographic Distribution of VA Expenditures (GDX) and VA State Summaries.
- Maintains the official VA statistics website (https://www.va.gov/vetdata) and responds to requests for VA statistics from the public.
- Manages OEI privacy service and related activities.

Office of Modernization Management

Overview

The Office of Modernization Management (OMM) enables synchronization of enterprise modernization activities to improve the performance of the department by adopting of best business practices from the private and public-sector.

OMM assists the Secretary and Deputy Secretary in prioritizing the Department's modernization agenda. Through this role, the office seeks to reinforce VA leadership's commitment to modernization; to promote an execution mindset that encourages leaders to synchronize efforts and avoid opportunities for failure, and to promote effective communications that inform stakeholders and reinforce positive behaviors.

Functions and Activities

- Orchestrates planning, coordinates program management review, and synchronizes integration as appropriate across VA priority modernization initiatives.
- Responsible for enterprise performance improvement strategy, policies, training standards, governance, and implementation coordination.
- Coordinates the utilization of internal VA capabilities in Program Management, Lean, Six Sigma, Human-Centered Design, and Systems Engineering to support key management challenges and performance improvement efforts.
- Facilitates the VA Secretary's guidance of modernization activities with special focuses on:
    - Leadership involvement that ensures a synchronized, collective Department-wide effort;
    - Effective engagement strategy to sustain support and collaboration from stakeholders.
- Provides the mechanisms for leaders to identify and reduce barriers to success.
- Coordinates and collaborates with modernization initiative owners to: a) assess needs; b) develop customized approaches; c) share best-in-class tools; d) provide access to subject matter experts; and, e) support implementation of solutions.
- Applies best business practices and leveraging technology and process improvements to help achieve successful outcomes for enterprise initiatives.

Initiative Synchronization Service (ISS)

Overview

ISS enables effective enterprise oversight of modernization activities by working closely with initiative owners and through the VA enterprise governance bodies to include facilitating the Modernization Board Meetings; leading the Department's Leader Integration Forum, and leading ad hoc collaboration and problem-solving sessions with initiative leaders.

Functions and Activities

- Informs executive leadership of status of modernization initiatives to ensure timely and effective decision-making.
- Identifies risks and recommends mitigation strategies.
- Provides a forum for leadership to engage in effective dialogue and problem solving.

Rapid Design and Execution Service (RDES)

Overview

RDES provides a catalyst for achieving initiative success and minimizing barriers. It serves as a business integrator to de-conflict duplicative requirements and investments by providing oversight through the VA enterprise governance bodies.

Activities

- Identifies and guides the application of appropriate performance improvement techniques.
- Develops strategies for integrating and synchronizing modernization activities.
- Guides the application of change management techniques that promote adoption of improved business processes and culture change.

Communications and Engagement Service (CES)

Overview

CES promotes valued partnerships for developing, communicating, and assessing VA engagement with employees, Veterans and other key stakeholders. It is responsible for gathering and delivering relevant information to stakeholders to achieve and maintain favorable conditions for executing modernization activities.

Activities

- Establishes two-way communications forums and mechanisms with employees, Veterans, and stakeholders.
- Integrates planning and execution of modernization engagement activities with relevant VA offices (e.g. OPIA, HRA, Outreach, VHA, VBA, NCA)
- Links engagement efforts to develop and sustain support for modernization activities that also celebrate accomplishments, recognize achievements, and encourage beneficial cultural change.

Office of Policy and Interagency Collaboration

Overview

The Office of Policy and Interagency Collaboration (OPIC) leads and manages the Department's policy management process and provides policy analysis support to the Secretary and VA senior leadership to include the directive management process, organizational change process, and oversight of delegation of authorities. OPIC serves as the VA lead on issues pertaining to interagency collaboration and coordination with Federal partners (DoD, SSA, HUD, DOL, Commerce, etc.).

Functions and Activities

- Manages the Department's policy and delegation of authority processes.
- Maintains a centralized repository of directives, handbooks, regulations, delegation authority, etc.
- Conducts enterprise-wide policy formulation, analysis, implementation, and evaluation.
- Manages the day-to-day operations of VA's Institute of Medicine Task Force.
- Publishes and maintains the Department's Functional Organization Manual (FOM).

- Facilitates the development and integration of joint policies and programs between VA and Department of Defense (DoD) and other agencies.
- Provides oversight for the coordination and implementation of joint VA-DoD programs and policies as they relate to activities of the VA-DoD Joint Executive Committee (JEC).
- Coordinates and facilitates a Department-wide perspective in all VA-DoD collaboration activities and initiatives.
- Provides planning and support for multiple VA-DoD governance bodies, such as the joint VA/DoD Secretarial Meetings and VA-DoD JEC.
- In coordination with DoD, develops and monitors the execution of the VA-DoD Joint Strategic Plan (JSP) to synchronize these activities.
- In coordination with DoD, develops and publishes the VA-DoD Annual Report to Congress on VA-DoD collaboration issues.

Interagency Collaboration Service

Overview

Interagency Collaboration Service (ICS) synchronizes VA's capabilities across organizational lines and is the VA lead for the VA/DoD Joint Executive Committee and collaboration with other Federal partners. ICS supports Joint Executive Committee (JEC), Benefits Executive Committee (BEC), and Health Executive Committee (HEC), and other workgroups to improve service delivery to Veterans.

Functions and Activities

- Facilitates the development and integration of joint policies and programs between VA and Department of Defense (DoD) and other agencies.
- Provides oversight for the coordination and implementation of joint VA-DoD programs and policies as they relate to activities of the VA-DoD Joint Executive Committee (JEC).
- Coordinates and facilitates a Department-wide perspective in all VA-DoD collaboration activities and initiatives.
- Provides planning and support for VA-DoD governance bodies, such as the VA-DoD JEC.
- In coordination with DoD, develops and monitors the execution of the VA-DoD Joint Strategic Plan (JSP) to synchronize these activities.
- In coordination with DoD, develops and publishes the VA-DoD Annual Report to Congress on VA-DoD collaboration issues.

Policy Management and Analysis Service

Overview

The Policy Management and Analysis Service (PMAS) leads and manages the Department's policy management process, including VA Directives, Handbooks, Notices, and Delegations of Authority. PMAS also manages Functional Organization Manual (FOM) updates and changes to VA's organizational hierarchy, and provides policy analysis support to the Secretary and VA senior leadership. PMAS also facilitates inter-agency collaboration with external partners such as the National Academy of Medicine, USDA, and IRS to further Veteran policy agenda.

Functions and Activities

- Manages the Department's policy and delegation of authority processes.
- Maintains a centralized repository of directives, handbooks, notices, and delegations of authority.
- Conducts enterprise-wide policy formulation, analysis, implementation, and evaluation.
- Fosters collaborative Veteran-centric policy research within VA and across Federal agencies, academic institutions, and think tanks to enhance Veteran policy research and analysis.
- Manages the day-to-day operations of VA's Institute of Medicine Task Force.
- Publishes and maintains the Department's Functional Organization Manual (FOM)

VA Innovation Center (VIC)

Overview

VA Innovation Center (VIC) focuses on developing and piloting care and payment innovation initiatives authorized by MISSION Act, Sec. 152. VIC's portfolio activities are interdependent, integrate efforts, and maximize impact.

Functions and Activities

- Develops innovative approaches to testing payment and service delivery models to reduce expenditures while preserving or enhancing the quality of care furnished by the VA.
- Applies collective and creative problem solving by convening subject matter experts and multi-disciplinary teams to solve curated VA and Veteran problems.
- Facilitates root-cause analysis engagements with leaders across the enterprise to evaluate and prioritize issues that could be resolved by sustaining or disruptive innovation.
- Enabling high-value collaboration with technical and topical subject matter experts from across the country.

Authorities

P.L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act.

Office of Human Resources and Administration/Operations, Security, and Preparedness

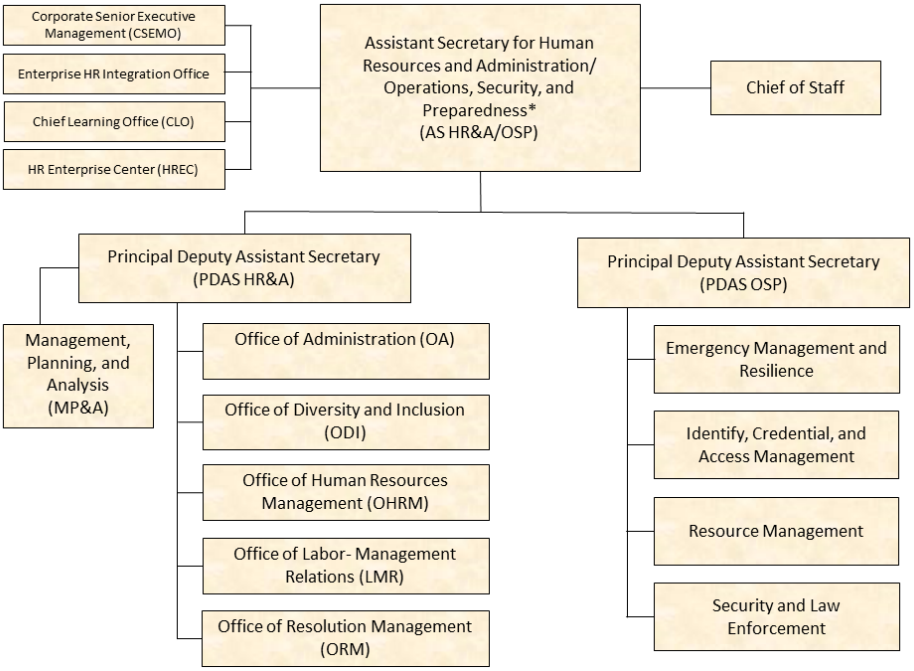

Figure 25 - Office of Human Resources and Administration/Operations, Security, and Preparedness

Alternate representation of the OHRA/OSP organization chart

Mission

The mission of the Office of Human Resources and Administration (HR&A) is to lead the development and implementation of human capital management strategies, policies, and practices to cultivate an engaged, proficient, and diverse workforce that will continue to transform and improve the delivery of services to Veterans and their families.

The mission of the Office of Operations, Security, and Preparedness (OSP) is to raise preparedness of VA to provide services and protect people and assets continuously and in times of crisis.

Office of the Assistant Secretary for Human Resources and Administration/Operations, Security and Preparedness

Overview

HR&A supports the execution of VA's Management Objective 4.2 (*VA Will Modernize Its Human Capital Management Capabilities*) and Strategic Objective 3.2 (*VA Holds Personnel and External Service Providers Accountable*). The following programs and services are core functions: enterprise-wide, competency-based workforce development for VA employees and leaders; strategic consultation and policy guidance for VA to attract, recruit, develop and retain high-performing employees; life-cycle management of VA's Senior Executives; development and implementation of programs to support Veteran recruitment, retention, and reintegration; prevention and resolution of workplace disputes; policy development in Equal Employment Opportunity (EEO) and diversity and inclusion, workforce analysis, outreach, retention,

education and communications; policy guidance and bargaining with five (5) major unions that represent over 270,400 VA bargaining unit employees; customer-focused support services that create a safe and productive work environment; and, workforce training and development policy and management of the Training Management System.

HR&A is comprised of six program offices and three ancillary offices that oversee HR Integration efforts, coordinated leadership for the VA learning environment, and an HR Enterprise Center. For overall support, HR&A includes a business management, planning, and analysis team which provides centralized management of acquisitions and program management; HR management and logistical support; records and space management services; and, strategic planning, programming and performance. A description of HR&A Executive office functions follows.

Authorities

VA Handbook 633. Transit Benefit Program.
VA Handbook 634. Transit Benefit Bicycle Program.
VA Handbook 5001.4. System of VA Human Resources Management Directive and Handbooks General, Introduction and Administration.
VA Directive 5003. Position Classification, Job Grading, and Position Management.
VA Directive 5004. Entrance Survey.
VA Directive 5005. Staffing (staffing and recruitment).
VA Directive 5006. Exit Survey.
VA Directive 5015. Employee Development.
VA Directive 5019. Employee Occupational Health Service.
VA Directive 5023. Labor-Management Relations.
VA Directive 5024. Human Capital management Accountability Systems.
VA Handbook 5024. Human Capital Management Accountability.
VA Directive 5025. Legal.
VA Handbook 5025.4. Legal.
VA Directive 5027. Senior Executive Service.
VA Directive 5610.3. Compressed Work Schedules (CWS) for Central Office Employees.
VA Directive 5810. Managing Workers' Compensation Cases and Costs.
VA Directive 5975. Diversity and Inclusion.
VA Handbook 5975.1. Processing Requests for Reasonable Accommodation from Employees and Applicants with Disabilities.
VA Handbook 5975.2. Diversity and Equal Employment Opportunity Program Evaluation.
VA Handbook 5975.3. EEO Planning and Barrier Analysis.
VA Handbook 5975.4. Transgender Employee Transition Guidance.
VA Handbook 5975.5. Special Emphasis Program Management.
VA Directive 5977. Equal Employment Opportunity Discrimination Complaints Process.
VA Handbook 5977. Equal Employment Opportunity Discrimination Complaints Process.
VA Directive 5978. Alternative Dispute Resolution.
VA Directive 7700. Occupational Safety and Health.
VA Directive 7701. Latex Sensitivity/Allergy.
VA Directive 7710. Occupational Safety and Health (VACO Directive 7710).
VA Directive 0003. Technical Specifications and Design Standards for VA Learning.
VA Directive 0004. Education and Learning Delivery System.
VA Directive 0006. Talent Management System (TMS) E-Learning Section 508.
VA Directive 0325. Department of Veterans Affairs Personnel Accountability.
VA Directive 0633. Transit Benefit Program.

VA Directive 0634. Transit Benefit Bicycle Program.
VA Handbook 5003-5. Position Classification, Job Grading, and Position Management.
VA Handbook 5005/106. Staffing - Licensed Professional Mental Health Counselor.
VA Directive 5007-55. Temporary Increase in Annual Pay Limitation for Certain Fee Basis Providers.
VA Directive 5009-11. Employee Benefits regarding Phased Retirement Program.
VA Handbook 5009-12. Employee Benefits Procedures on Phased Retirement Program.
VA Directive 5011/2. Hours of Duty and Leave (Chiropractic Occupation for Coverage in Part I, Part II, and Part III).
VA Handbook 5011/32. Hours of Duty and Leave.
VA Directive 5013/15. Performance Management Systems.
VA Handbook 5013/17. Performance Management Systems (procedures on performance management).
VA Handbook 5015-1. Employee Learning and Professional Development.
VA Handbook 5017/14. Employee Recognition and Awards.
VA Directive 5017-14. Employee Recognition Awards.
VA Handbook 5019/1. Employee Occupational Health Service.
VA Directive 5021/26. Employee/Management Relations.
VA Handbook 5021/26. Employee/Management Relations.
VA Handbook 5023/1. Labor-Management Relations.
VA Handbook 5027-2, Part V. Senior Executive Service (SES) - Performance Appraisal System.
VA Handbook 5383/5. VA Drug-Free Workplace Program.
VA Handbook 5978-2. Alternative Dispute Resolution Neutrals Certification Handbook.

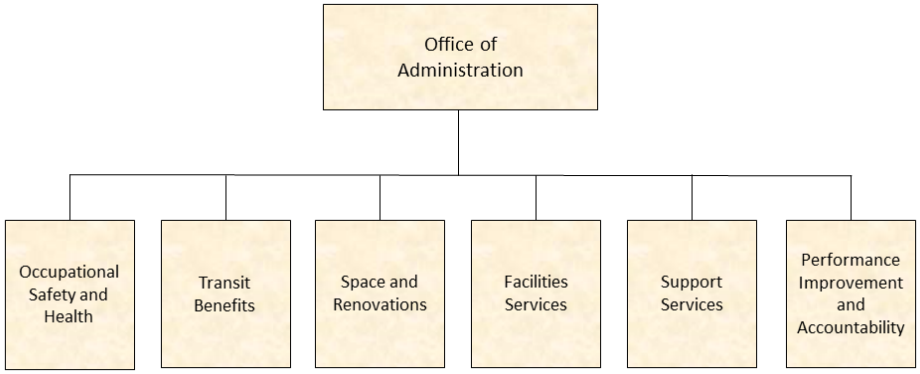

Figure 26 - Office of Human Resources and **Administration - Office of Administration**

Alternate representation of the Office of Administration organization chart

Office of the Principal Deputy Assistant Secretary for Human Resources and Administration

Office of Administration

Overview

The Office of Administration (OA) works through partnerships to provide customer-focused support services that create a safe and productive work environment. OA provides support services to VA Central Office (VACO) organizations and employees.

Functions and Activities

- Manages the Department's Occupational Safety and Health (OSH) and Workers' Compensation (WC) programs.
- Directs facilities management services for the VA Central Office (VACO) including building operations, emergency preparedness, records management and shared conference room scheduling.
- Provides support services to VACO organizations including transportation, parking, mail operations, property management, and media services.
- Directs VA Transit Benefit Program policy and coordination of fare distribution.
- Manages and directs the space and renovation needs for the VACO campus.
- Directs the institutionalization, integration, and oversight of continuous process improvement processes for OA to include the Lean Six Sigma methodology.

Occupational Safety and Health

Overview

The Office of Occupational Safety and Health (OSH) provides policy and oversight for VA's occupational safety and health, and workers' compensation programs. The OSH supports the Assistant Secretary for Human Resources and Administration as VA's Designated Agency Safety and Health Official (DASHO), responsible for VA's Occupational Safety and Health and Workers' Compensation Programs.

Functions and Activities

- Promotes the reduction of occupational injuries and supports efforts to maintain safe workplaces throughout VA.
- Improves workers' compensation case management and facilitates the return-to-duty of employees with work capacity.
- Manages the Pharmacy Benefit Program for Workers' Compensation claimants to reduce medical chargeback costs.

Transit Benefits

Overview

The program is designed to improve air quality, reduce traffic congestion, and conserve energy by encouraging employees to commute to and/or from work by means other than single-occupancy motor vehicles.

Functions and Activities

- Directs VA Transit Benefit Program policy nationwide.
- Coordinates application submission and fare media distribution nationwide and oversees fare media distribution in the National Capitol Region (NCR).
- Conducts periodic nationwide audits and provides advice and recommendations to field transit managers and administrators on cases of fraud and abuse.

Space and Renovations

Overview

Manages the space and inventory needs of VACO organizations within the National Capital Region. This includes leasing additional space and renewing leases through the General Services Administration (GSA).

Functions and Activities

- Manages the space needs of VACO organizations within the National Capital Region (NCR) including redesign, consolidations, and space reallocations.
- Administers leases through the GSA within the NCR and works with GSA on lease renewals and terminations.
- Oversees all electrical work, painting, construction, exterior signage upgrades and related alterations work in VACO space.

Facilities Services

Overview

Provides a wide range of facility related services to the tenants of the various VACO buildings such as building maintenance, safety, recycling, janitorial services and records management.

Functions and Activities

- Oversees the GSA contract for building management in VACO, including interior and exterior building maintenance and janitorial support services.

- Administers the Safety and Emergency Preparedness Program for VACO and provides emergency support to VACO campus facilities. Provides records management support, oversight, and guidance.

Support Services

Overview

Provides logistical and asset management support across the VACO campus. This includes the VACO Health and Wellness Centers, Media Services (all audiovisual support), and the Property Management Division that oversees VACO mail services, Executive Correspondence, and Property accountability, Parking, and Executive Transportation.

Functions and Activities

- Oversees the Interagency Agreement with Federal Occupational Health, which includes related on-site facilities and the Employee Assistance Program.

- Oversees VACO's asset management program (equipment inventory listing of nonexpendable, non-IT property).

- Directs all mail USPS mail operations (metered, FedEx, UPS) for VACO, which includes two mailrooms outside of 810 Vermont Avenue.

Performance Improvement and Accountability

Overview

This unit manages all aspects of OA's Continuous Process Improvement (CPI) activities. The internal Steering Committee sponsors resource allocation and project priorities and provides progress updates to leadership to include cost savings, resource, and project profile.

Functions and Activities

- Institutionalizes, integrates and oversees the Lean Six Sigma methodologies for OA.

- Cultivates CPI practitioners to find potential areas of improvement, wasteful processes and assess qualities of products.

Authorities

P.L. 103-3. Family and Medical Leave Act of 1993.
5 U.S.C. 8101, et seq. Compensation for Work Injuries.
P.L. 91-956. Occupational Safety and Health.

E.O. 12196, § 2-201 (c). Occupational Safety and Health Programs for Federal Employees.
29 C.F.R. 1960.6 (a). Designation of Agency Safety and Health Officials.
50 U.S.C. 1701–1706. Presidential POWER Initiative: Protecting Our Workers and Ensuring Reemployment (FR Doc. 2010-18176).
E.O. 13150. Federal Workforce Transportation.
P.L. 103-172. Federal Employees Clean Air Incentives Act.
5 U.S.C. 7905. Programs to Encourage Commuting by Means Other Than Single-Occupancy Motor Vehicles.
18 U.S.C. 1001. Fraud and False Statements; Statements or Entries Generally.
26 U.S.C. 132(f)(2). Certain Fringe Benefits.
Federal Acquisition Regulation (FAR).
FMR Subchapter B. Personal Property.
FMR Subchapter G. Administrative Programs.
FAR Part 13. Simplified Acquisition Procedures.
VA Acquisition Regulation (VAAR) Title 48—Federal Acquisition Regulation System Chapter 8—Department of Veterans Affairs.
OMB Circular A-11 Preparation Submission and Execution of the Budget.
38 C.F.R. Chapter I - Department of Veterans Affairs.
P.L. 103-62 Sec. 1116 (d) (5). Government Performance and Results Act of 1993 (GPRA).
P.L. 111-352 Government Performance and Results Act Modernization Act of 2010 (GPRAMA).
VA Directive/Handbook 7002, 7002-1. Logistics Management.
VA Directive/Handbook 7240, 7241. Transportation and Traffic Management; Transportation and Motor Vehicles.
VA Directive/Handbook 6301. Procedures for Handling Electronic Mail Records.
VA Directive 5810. Managing Workers' Compensation Cases and Costs.
VA Handbook 5011 VA Directive/Handbook 0633.
VA Directive 7700 3 a (2). Occupational Safety and Health

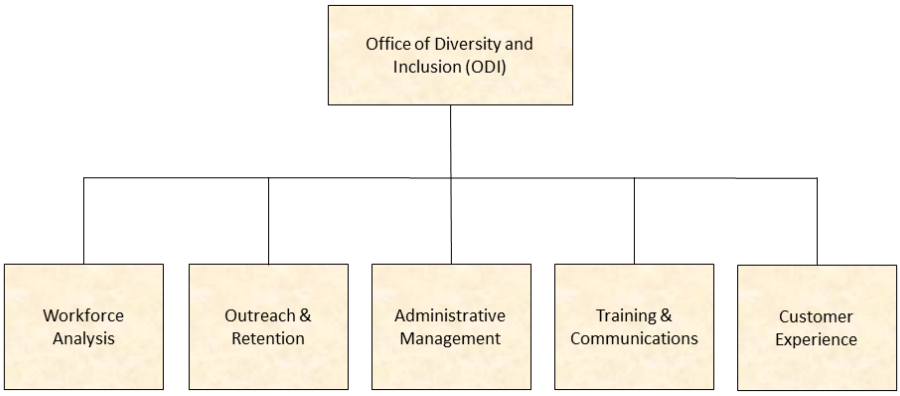

Figure 27 - Office of Human Resources and Administration - Office of Diversity and Inclusion

Alternate representation of the Office of Diversity and Inclusion organization chart

Office of Diversity and Inclusion

Overview

The Office of Diversity and Inclusion (ODI) serves to build a diverse workforce and cultivate an inclusive workplace to deliver the best services to our Nation's Veterans and their families. ODI does this through national policy development in Equal Employment Opportunity (EEO), Diversity and Inclusion, workforce analysis, outreach, retention, training, education, and communications.

Functions and Activities

- Advises and supports the Assistant Secretary for HR&A/OSP in workforce diversity and workplace inclusion issues.

- Supports the Secretary, Deputy Secretary, Under Secretaries and Assistant Secretaries in their actions to achieve and sustain a diverse workforce and inclusive workplace.

Workforce Analysis

Overview

Establishes strategies and guidance for achieving diversity Department-wide through qualitative and quantitative analysis. Conducts Barrier Analysis, Workforce Analysis, Applicant Flow Analysis, Adverse Impact Analysis, Root Cause Analysis and Solution Development in accordance with mandates. Conducts VHA Support Service Center (VSSC) data systems training to ensure Department HR and EEO analyst recommendations are consistent with policies and procedures.

Functions and Activities

- Provides technical assistance and ad-hoc analysis to agency leadership and through various products such as Management Directive 715, Quarterly Workforce Diversity Reports and the Diversity and Inclusion (D&I) Annual Report.

- Provides technical assistance and training and creates analytical applications for managers and supervisors to evaluate diversity initiatives.

Outreach and Retention

Overview

Provides consultative services and integrates organizational development initiatives. Administers special emphasis programs to include special observances, often held monthly. Develops recruitment initiatives and promotes a spectrum of diversity strategies across VA. Provides guidance on hiring, promoting and retaining individuals with targeted disabilities. Integrates diversity of thinking into Agency strategic plans; deploys strategies for leadership buy in; provides agency consultation on proactive prevention of unlawful discrimination; works with general counsel to ensure legal compliance and administer a managed accountability and auditability program.

Functions and Activities

- Supports disability programs such as 504 Public Access, Affirmative Employment and Selective Placement.

- Provides support for various other Special Emphasis areas such as Federal Women's Program, American Indian Alaskan Native and LGBT.

- Sustains multiple White House initiatives, such as the initiative on Historically Black Colleges and Universities, the initiative on Asian American Pacific Islander and the initiative on Educational Excellence for Hispanics.

Administrative Management

Overview

Provides fiscal and human resources support for diversity and inclusion programs, strategic planning, and White House Initiatives in support of the VA's EEO mission.

Functions and Activities

- Provides support to ODI's mission and critical functions by delivering discipline-focused expertise in EEO, establishing policy, monitoring compliance, driving data science, and developing enterprise wide diversity initiatives.

Training and Communications

Overview

Establishes and maintains effective EEO training and discrimination prevention programs of equal employment opportunity, as well as, effective affirmative action programs. Captures and shares organization knowledge through a multi-disciplined approach, where we invoke resource expanders to saturate the learning objective of achieving continuous individual or organizational performance improvement. Promotes organizational culture change in a positive way.

Functions and Activities

- Designs, develops, produces, delivers, and evaluates educational products and services that provide standard curricula in the areas of EEO, diversity and inclusion, including learning content based on human behavioral science and neuroscience.

- Provides EEO advisory services and serves as performance consultants by customizing learning to address specific needs and expectations identified by our clients.

- Oversees governance and administration of the Diversity and Inclusion in VA Council (DIVAC).
- Administers the Secretary of Veterans Affairs Diversity and Inclusion Excellence Awards Program to recognize the highest level of significant achievements and attainment of objectives in the VA Diversity and Inclusion Strategic Plan.
- Updates and promulgates EEO and Diversity and Inclusion policies and guidance which lay the groundwork for ensuring compliance with regulatory requirements from the EEOC, OPM, OMB, Congress, White House, US Access Board, Inter-Agency Committees.
- Develops VA-wide policy statements, strategic plans and annual reports in the areas of EEO, diversity and inclusion.

Customer Experience

Overview

Designs and maintains all customer experience metrics and standards; develops and maintains a customer experience strategy and road map consistent with VA Core Values, aligned with the Department's Diversity and Inclusion Strategic Plan. Issues annual and quarterly reports and monthly metrics updates. Acts as the research arm for innovation and improves overall internal and external customer experiences. Coordinates, develops and implements communications strategies as appropriate.

Functions and Activities

- Serves to build a diverse workforce and cultivates an inclusive workplace to deliver the best services to our Nation's Veterans and their families.
- Works to reduce and prevent discrimination complaints in the Department, through national policy development in Equal Employment Opportunity (EEO), Diversity and Inclusion, workforce analysis, outreach, retention, training, education, and communications.
- Analyzes trends, manages and provides administrative support for the VA Diversity Council to address cross-cutting initiatives, and produces and disseminates communications products.

Authorities

5 U.S.C. 7201. Antidiscrimination Policy; Minority Recruitment.
5 C.F.R. Part 720, Subpart B and C. Federal Equal Opportunity Recruitment Program.
EEOC Management Directive 715. EEO Reporting Requirements for Federal Agencies.
E.O. 13171. Hispanic Employment in the Federal Government.
E.O. 13270. Tribal Colleges and University (July3, 2002).
E.O. 13515. Increasing Participation of Asian Americans and Pacific islanders in Federal Programs.
E.O. 13532. Promoting Excellence, Innovation, and Sustainability at Historically Black Colleges and Universities.
E.O. 13548. Increasing Federal Employment of Individuals with Disabilities.
E.O. 13583. Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce.

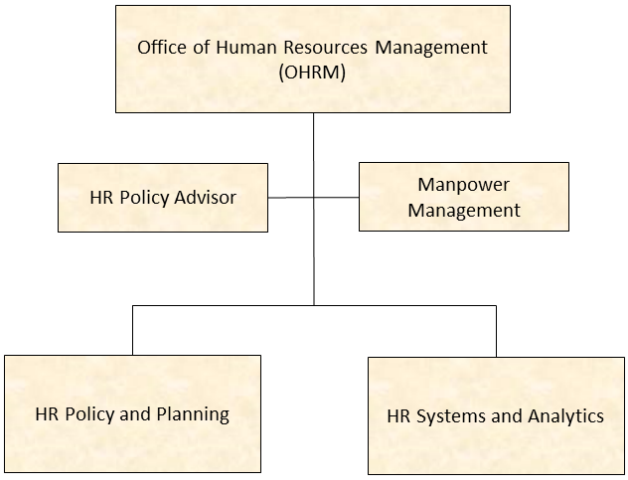

Figure 28 - Office of Human Resources and Administration - Office of Human Resources Management

Alternate representation of the Office of Human Resources Management organization chart

Office of Human Resources Management

Overview

The Office of Human Resources Management (OHRM) provides human resources policy and oversight, manpower management, human capital strategic consultation and guidance to its customers. These services enable VA to utilize policies and hiring flexibilities to attract, recruit, develop, and retain high-performing, engaged employees, resulting in quality services to Veterans and their families. Specifically, OHRM develops policies and provides advisory services and guidance regarding staffing, recruitment, classification, manpower, pay and leave administration, performance management and recognition, work-life and employee benefits. Additionally, OHRM manages VA's HR information systems (HRIS) and supports enterprise workforce planning.

Functions and Activities

- Provides VA human capital management and assesses the effectiveness of Department-wide HR programs and policies.
- Provides guidance and advisory assistance to HR Professionals on Title 5 and Title 38 HR lifecycle functions.
- Provides VA with policy and operational support on employee relations, performance management, recruiting and staffing, manpower management, classification and compensation, work life and benefits, and workforce planning.
- Develops and sustains VA's HR information systems.

HR Policy Advisor

Overview

Serves as Senior advisor to the Deputy Assistant Secretary in the coordination and formulation of Department HR policy.

Functions and Activities

- Provides guidance on the development, implementation, and interpretation of HR laws, policies, programs and legislative initiatives.

Manpower Management Office

Overview

Manpower Management was established as an enterprise-wide VA function in October 2017 to meet the requirements of the Office of Management and Budget Memorandum M-17-22.

Functions and Activities

The office is responsible for:

- Using agency data to determine appropriate FTE baselines, and developing standard processes and validation and verification standards (benchmarking, time studies, industry standards, etc.) to determine staffing needs.

- Examining total personnel cost to optimize the workforce.

- Reviewing and revising (as needed) organizational design and position structure.

HR Policy and Planning

Overview

HR Policy and Planning provides policy, advisory services and guidance in support of VA's efforts on recruitment and staffing; human capital oversight; employee relations and performance management; position classification and compensation; and, work life and benefits.

Functions and Activities

- Develops department-wide HR policy and guidance to include directives, handbooks, human resources management letters, and other guidance on all HR functional areas, such as employee relations, performance management, compensation, classification, hours of duty and leave, benefits, accountability systems, etc.

- Designs and implements programs to promote work-life balance as well as health and wellness for all VA employees.

- Provides employee relations and performance management policy and services.

- Provides support for Veterans employment programs and retention activities.

- Provides VA policy and services on classification and compensation matters.

- Oversees VA human capital management and merit system compliance by assessing the effectiveness of Department-wide HR programs and policies through on-site and virtual evaluations of field HR programs; reports findings to and tracks corrective actions from the Administrations.

HR Systems and Analytics

Overview

HR Information Systems and Analytics provides customer-friendly, integrated HR IT solutions that strengthen VA's ability to hire, develop, and retain a world-class workforce.

Functions and Activities

- Manages the design, development, and implementation of HR·Smart, VA's core automated human resources information system. HR·Smart improves HR business processes by automating manual transactional processes and eliminating the need to enter employee data in multiple systems.
- Identifies VA-wide workforce planning needs and builds workforce planning capabilities that facilitate and leverage decision-making.
- Provides VA Human Resources data transparency, as required by the VA MISSION Act.
- Transforms VA by discovering, developing, and implementing modernized Enterprise HR capabilities to support those who serve Veterans.

Authorities

5 USC Ch. 14. Agency Chief Human Capital Officers.
P.L. 107-296. Homeland Security Act of 2002.
5 U.S.C.1401 and 1402. Establishment of Agency Chief Human Capital Officers and Authority and Functions of Agency Chief Human Capital Officers.
5 U.S.C. 5112. General Authority of the Office of Personnel Management.

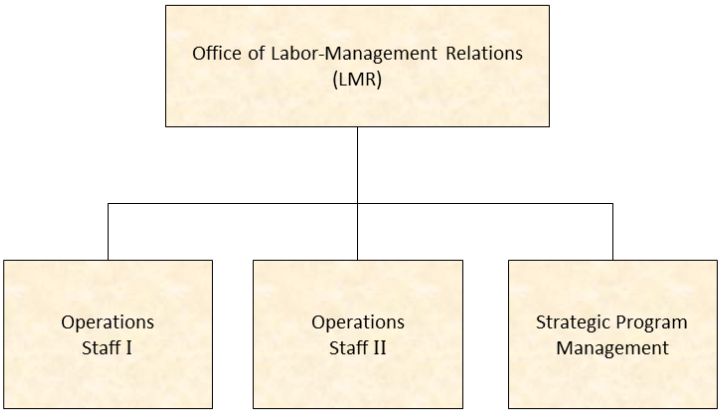

Figure 29 - Office of Human Resources and Administration - Office of Labor-Management Relations

Alternate representation of the Office of Labor-Management Relations organization chart

Office of Labor-Management Relations

Overview

The Office of Labor-Management Relations (LMR) facilitates an effective labor-management relationship by working with labor organizations to improve the delivery of service to Veterans and their families.

Functions and Activities

- Conducts all national negotiations for the five national unions within VA.
- Responds to all national grievances on behalf of the Secretary.
- Collaborates with the Department's five national unions and other members of VA's executive-level leadership to ensure the work of the organization is strategically linked to the direction of the business of the Department and all components.
- Ensures that the Department's LMR programs and practices are consistent with all applicable laws, regulations, Presidential Executive Orders (EO) and VA policies.
- Administers the portion of all national collective bargaining agreements requiring VACO involvement.
- Facilitates labor relations training.
- Assesses the effectiveness of LMR programs and the state of labor-management relations throughout the Department.

Operations Staff I and II

Overview

on a parallel basis, the dual Operations Staff plans, coordinates, and oversees all LMR operations and manage the LMR program at the national level.

Functions and Activities

- Provides oversight of LMR specialists who serve as labor relations subject matter experts and as an informational point of contact for all VA geographic locations.
- Advises and provides expert guidance to customers on preventing and resolving grievances, unfair labor practices (ULP), labor litigation and responding to questions on the interpretation of national collective bargaining agreements, labor statutes, case law, Executive Orders (EO) impacting labor relations and OPM regulations.
- Provides expert advice and subject matter expertise on national policy matters and Department bargaining obligations resulting from new policy initiatives while serving as management's lead representative during the notification and negotiation process with all VA national union representatives.
- Represents the Department in all national union grievances.
- Represents the Department in arbitrations regarding all national collective bargaining agreements and interpretation of the Federal Labor Statute.
- Represents the Department before the Federal Labor Relations Authority (FLRA) and the Federal Service Impasses Panel (FSIP) on LMR matters.

Strategic Program Management

Overview
The Strategic Program Management branch promotes consistent agency positions on various topics.

Functions and Activities
- Conducts initial analysis on all Memorandum of Understanding (MOU) and Memorandum of Agreement (MOA) term agreements and local supplemental agreements for agency head review.
- Establishes plan of action and milestones as well as the preparation timeline for each national Collective Bargaining Agreement (CBA).
- Ensures standard approaches to negotiations such as standard ground rules.
- Reviews all national agreements to identify consistency and/or inconsistency in preparation for negotiations.

Authorities
VA Directive 5023. Labor Management Relations.
E.O. 13522. Creating Labor-Management Forums to Improve. Delivery of Government Services.

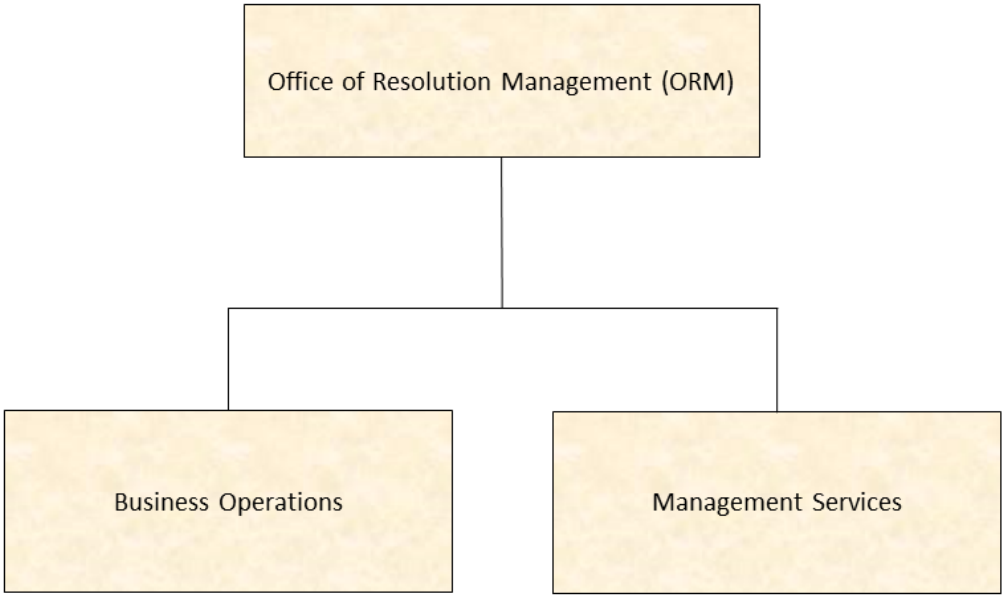

Figure 30 - Office of Human Resources and Administration - Office of Resolution Management

Alternate representation of the Office of Resolution Management organization chart

Office of Resolution Management

Overview
The Office of Resolution Management (ORM) works to promote a discrimination–free work environment focused on serving Veterans by preventing, resolving, and processing EEO discrimination complaints in a timely and high-quality manner.

The Department of Veterans Affairs (VA) is mandated to have an Equal Employment Opportunity program. ORM ensures that VA is compliant with legal and statutory authorities to administer the Equal Employment Opportunity (EEO) and Alternative Dispute Resolution (ADR) programs. ORM delivers the following products and services to each VA organization: Alternative Dispute Resolution, Harassment Prevention Program, Knowledge Management/Training, External Civil Rights Complaints Program, Reasonable Accommodation Services, Settlement Management Program and EEO Complaint Processing.

Through a national network of district offices (Eastern Region: North Atlantic 1 and 2, Southeast, and VA Central Office Districts; Western Region: Midwest, Continental and Pacific Districts), ORM provides timely and fair resolution of EEO complaints for VA employees, applicants for employment, and former employees. ORM resolves complaints at the lowest level possible; prepares reports on allegations of discrimination; and monitors compliance with decisions when discrimination is found.

Functions and Activities

- Offers programs such as conflict management, ADR training, and assessments, that ensure employees and managers understand the characteristics of a healthy work environment. ORM then makes tools available to the employees to effectively engage and manage workplace conflict, thereby preventing disputes and complaints.

- Provides EEO complaint processing services to include counseling, Alternative Dispute Resolution (ADR), procedural determinations and investigations. ORM manages the ADR program by providing policy, oversight and services that include conflict management, mediation, group facilitation, conflict coaching, assessments and training.

- Provides policy and oversight of the Department's Harassment Prevention Program (HPP) to include developing policy, monitoring reports, training to prevent and appropriately respond to allegations of harassment. Offers options for resolving workplace disputes and to advise managers on issues that often lead to EEO complaints.

- Provides EEO discrimination complaint processing services to VA employees, applicants for employment and former employees which include counseling, investigation, and procedural final agency decisions.

- Develops programs to improve the overall management of EEO discrimination complaint processing services within VA, including training for employees, managers, and supervisors on the EEO complaint process (includes training on harassment and retaliation subjects).

- Ensures VA compliance with final decisions on EEO complaints and settlement agreements, and fully investigates claims for compensatory damages. Prepares Federal and congressionally mandated reports, such as the No FEAR Act and the Senior Managers Report.

- Coordinates the receipt and referral of allegations of discrimination raised by Veterans with respect to Federally conducted or assisted programs and activities under Title VI and Title IX of the Civil Rights Act, the Age Discrimination Act of 1975, and the Rehabilitation Act of 1973.

- Ensures the Managed Settlement Program provides transparency and accountability around the settlement process, and to ensure settlements are in the best interest of all concerned and that monetary relief is justified in writing. The initiative supports VA's efforts to comply with P.L. 115-41 (Department of Veterans Affairs Accountability and Whistleblower Protection Act of 2017).

- Ensures the Reasonable Accommodation program provides Agency oversight of the process and procedures to include policy compliance; proactive and preventative training; and guidance under Title VII, the ADA, and section 501 of the Rehabilitation Act.

Business Operations

Overview

Business Operations provides support for EEO systems, compliance, and data science in support of VA's EEO mission.

Functions and Activities

- Provides support to ORM's mission and critical functions by providing discipline-focused expertise in EEO, establishing policy, monitoring compliance, driving data science, and developing IT infrastructure.

Management Services

Overview

Management Services provides administrative, financial, contractual and logistics services to ORM and its employees geographically dispersed across the U.S.

Functions and Activities

- Provides quality customer service support to over 300 employees assigned to two regions and six field sites geographically disbursed across the U.S. In the following areas: human capital management/employee engagement, financial management, space and facility support, and contracting liaison assistance.

Authorities

P.L. 105-114. Veterans Benefits Act of 1997.
P.L. 107-174. Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002.
5 U.S.C. §§ 571-84. Administrative Dispute Resolution Act.
29 C.F.R. 1614. Federal Sector Equal Employment Opportunity.
29 C.F.R. Part 1614. EEOC Management Directive 110, as revised, August 5, 2015.
38 C.F.R. 15.170. Enforcement of Nondiscrimination on The Basis of Handicap in Programs or Activities Conducted by the Department of Veterans Affairs : Compliance Procedures.
VA Directive 5977. Discrimination Complaints Process.
VA Directive 5978. Alternative Dispute Resolution.

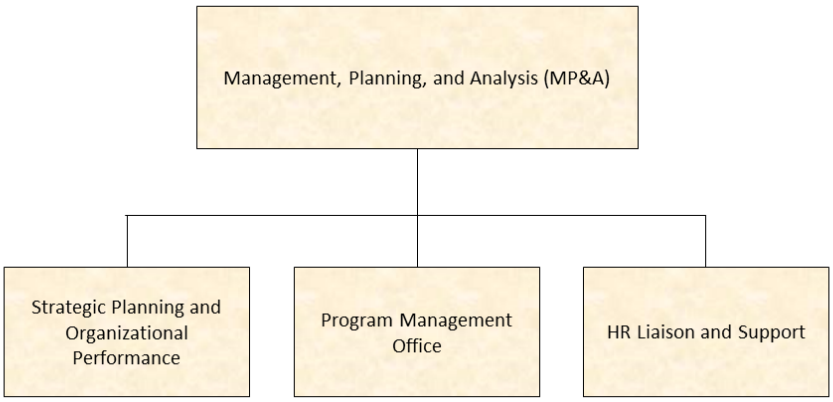

Figure 31 - HRA Management, Planning and Analysis

Alternate representation of the Management, Planning, and Analysis organization chart

Management, Planning, and Analysis

Overview

Management, Planning, and Analysis (MP&A) provides mission support for strategic planning, programming, acquisition and program management, and shared services to support VA's strategic goals and priorities. MP&A priorities focus on development of policy, practices, standard operating procedures, job aids, training, program management, strategic planning, organizational performance, and internal controls required to ensure compliance with statutory requirements and risk mitigation. MP&A provides visibility and governance of various HR&A functions.

Functions and Activities

Strategic Planning and Organizational Performance

- Develops and updates VA Strategic Human Capital Planning, HR&A's Annual Operational Planning, Long-Term Programming and Organizational Performance metrics and data.
- Responds to Government Accountability Office, Inspector General, and Congressional inquiries, and ensures adherence to Office of Personnel Management (OPM) recommendations.
- Executes program risk management functions, including internal controls and reporting.

Program Management Office

- Conducts Contract Acquisition and Contracts Program/Project Management.
- Ensures oversight of all funding sources, to include both budget authority (BA) and reimbursable authority (RA).

HR Liaison and Support

- Provides business support to HR&A to employee HR transactions, logistics, office space and equipment management, travel, and VA's Child Care Subsidy Program.

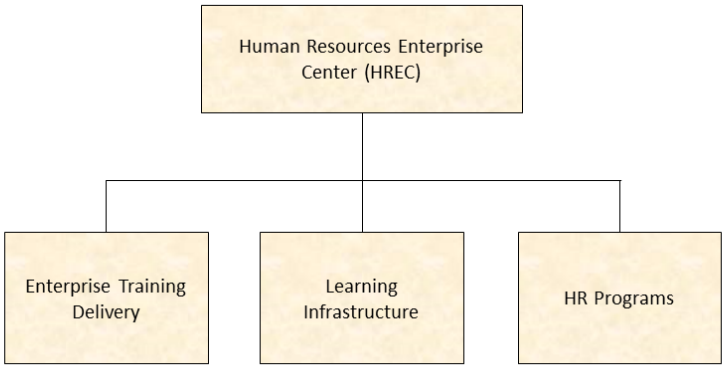

Figure 32 - HRA Human Resources Enterprise Center

Alternate representation of the Human Resources Enterprise Center organization chart

Human Resources Enterprise Center

Overview

The Human Resources Enterprise Center (HREC) established under the Office of Enterprise Support Services (OESS), which was decommissioned in 2018. HREC was transferred in June 2018 to HR&A. HREC delivers enterprise training and HR programs in support of the vision for modernization of VA enterprise training, a customer-focused learning environment and HR programs in support of these areas. In conjunction with the VA Chief Human Capital Officer (i.e., Asst. Secretary for Human Resources and Administration) and the VA Chief Learning Officer, the HREC provides employee development, learning, internship program management, employee alerting and accountability and training services for VA's enterprise emphasizing high quality, low cost and exceptional customer service.

Functions and Activities

Enterprise Training Delivery

- Enterprise Training Delivery directorate facilitates program management, including internship programs, physical access and employee alerting and accountability services.

Learning Infrastructure

- Learning Infrastructure directorate provides VA with a corporate governance structure for the enterprise-wide learning management system in support of e-learning solutions.

HR Programs

- HR Programs directorate is structured to support enterprise-wide HR services such as retirement processing, on-boarding and other emerging shared services.

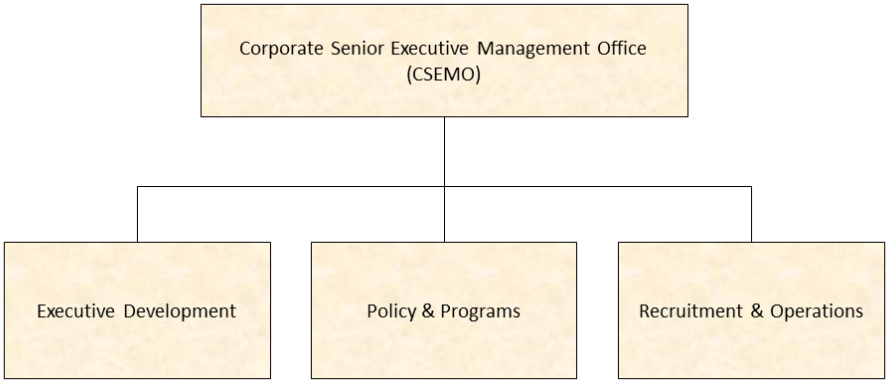

Figure 33 - HRA Corporate Senior Executive Management Office

Alternate representation of the Corporate Senior Executive Management Office organization chart

Corporate Senior Executive Management Office

Overview

The Corporate Senior Executive Management Office's (CSEMO) mission is to recruit, hire, develop, and retain the most highly qualified cadre of people-centric, results-driven, and forward-looking senior executives who are committed to serving Veterans and their families. CSEMO is the human resources (HR) servicing office for all senior leaders in the Department of Veterans Affairs. This includes career, noncareer, and limited term senior executive service (SES), senior level (SL), Title 38 SES Equivalents, political appointees, Schedule C employees, consultants/experts, and Veterans Law Judges (VLJ). CSEMO services over 700 employees Department-wide.

Functions and Activities

Executive Development

- Administers the Department's executive onboarding program, which in compliance with OPM guidance, aids executives in acquiring, accommodating, assimilating, and accelerating into the culture and business of the organization during their first year.

- Serves as subject matter expert and Department lead for executive talent management and succession planning.

- Manages executive development through receipt and analysis of executive development plans and communication of rotational assignment opportunities.

- Manages the Department's executive coaching program.

- Responsible for receipt and processing of senior leader honor awards.
- Receives and analyzes exit survey data and applies the information towards executive retention strategies.
- Responsible for corporate communications to senior executives including information on executive development opportunities and management of the CSEMO website.

Policy and Programs

- Develops Department-wide HR policy and guidance applicable to senior leaders.
- Manages the Department's SES and SL performance management systems to include serving as administrator of VA's automated performance management system, issuing guidance, conducting training, coordinating certification of VA's SES and SL systems with OPM, and responding to annual data calls.
- Coordinates the Performance Review Board (PRB) which is responsible for recommending performance ratings and awards to the Secretary of Veterans Affairs.
- Coordinates the Presidential Rank Award program.
- Manages the Department's compensation program for senior leaders to include recommendations on pay adjustments.
- Coordinates employee relations matters involving senior leaders with the Office of Accountability and Whistleblower Protection and Office of General Counsel.
- Serves as the Department's subject matter expert on all categories of senior leader benefits, conducts benefits counseling, and coordinates processing of all benefits actions.

Recruitment and Operations

- Oversees the biennial review of executive allocations.
- Manages executive positions to include classification and pay band determinations.
- Provides subject matter expertise and advice on recruitment strategies and administers the merit staffing process to fill executive positions to include managing Executive Resources Board (ERB) Rating Panels and coordination of Qualifications Review Board (QRB) cases with OPM.
- Accountable for all aspects of recruiting, staffing, and entry on duty for senior leaders.
- Serves as the Department's principal advisor to the OPM on executive resources matters.
- Facilitates the merit staffing process for the SES Candidate Development Program and placement of certified candidates.
- Coordinates and prepares all personnel actions for VA's SES, SL, and political appointee positions.

Authorities

E.O. 13714. Strengthening the Senior Executive Service, December 15, 2015.
Office of Personnel Management's SES Desk Guide, September 2018.
Office of Personnel Management's SL/ST Handbook, April 2017.
VA Handbook 5027. Senior Executive Service.
5 U.S.C. 3131. The Senior Executive Service.
5 U.S.C. 2301 Merit Principles.
5 U.S.C.2302 (a)(2)(B) Prohibited Personnel Practices.
5 C.F.R. Part 214—Senior Executive Service.
38 U.S.C. 713. Senior Executives: Removal, Demotion, or Suspension Based on Performance or Misconduct.
38 U.S.C. 7306. Office of the Under Secretary for Health Office of Operations, Security, and Preparedness.

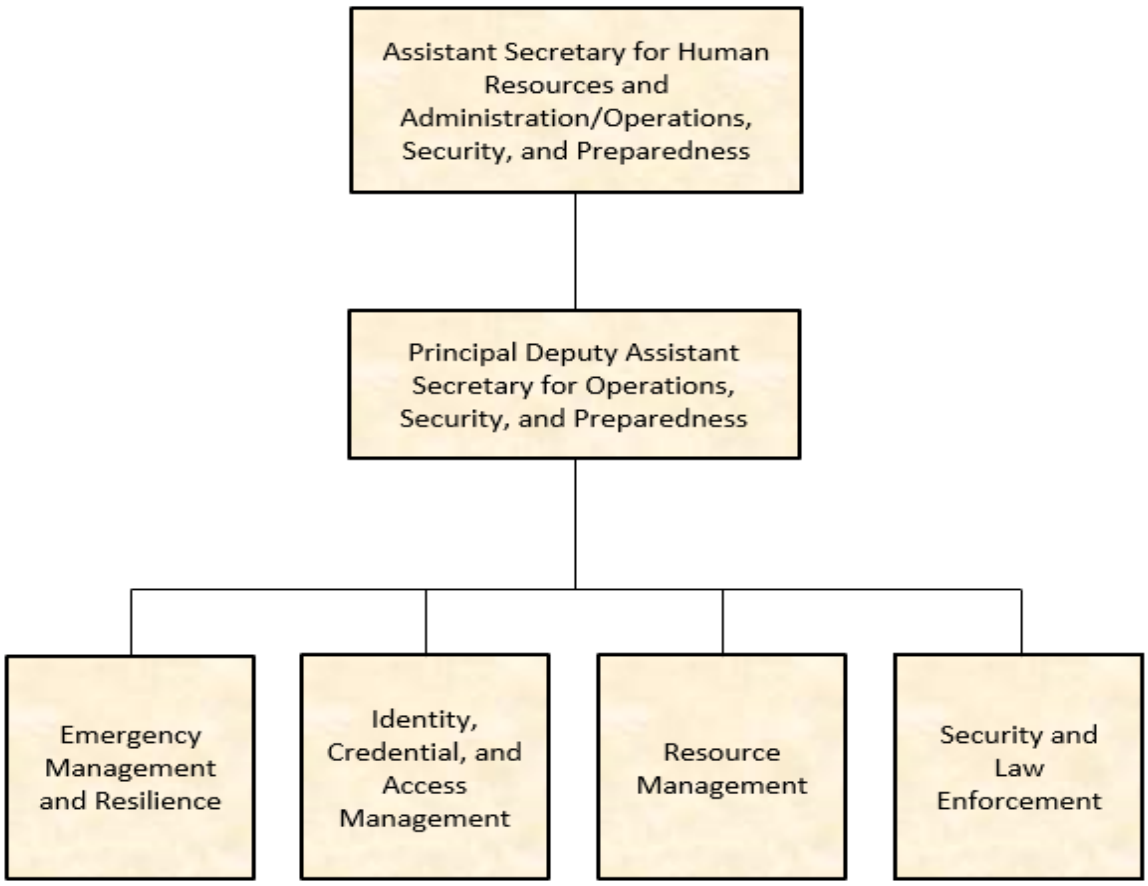

Figure 34 - Office of Operations, Security and Preparedness

Alternate representation of the Office of Operations, Security and Preparedness Organization chart

Office of Operations, Security, and Preparedness

Mission

The Office of Operations, Security, and Preparedness (OSP) ensures continuous force protection and mission assurance capability for the Department in steady state and crisis conditions.

Overview

OSP supports the execution of VA's Business Strategy 4.1.6 (*Force Protection, Mission Assurance, and Federal Disaster Response*) and is comprised of four program offices to provide oversight for emergency management and resilience, identity credential and access management, resource management, and security and law enforcement.

Office of the Principal Deputy Assistant Secretary for Operations, Security, and Preparedness

Overview

The Office of the Principal Deputy Assistant Secretary (PDAS) for Operations, Security, and Preparedness has oversight for all OSP functions to ensure policies, procedures, and practices to improve organizational efficiency and effectiveness. The Office of the PDAS provides policy and program oversight of select OSP administrative functions in support of the PDAS, OSP executives, and OSP employees.

Functions and Activities

- Plans, coordinates, and executes events, special projects, and executive correspondence for the PDAS and OSP executives.

- Manages OSP's strategic planning and risk management processes.

Authorities

VA Handbook 322.1. VA Integrated Operations Center (VA IOC).
VA Directive 0320. VA Comprehensive Emergency Management Program.
VA Handbook 0320. Comprehensive Emergency Management Program.
VA Directive 0321. Serious Incident Reports.
VA Handbook 0321. Serious Incident Reports.
VA Directive 0322. VA Integrated Operations Center (VA IOC).
VA Directive 0323. VA Continuity Program.
VA Directive 0324. Test, Training, Exercise, and Evaluation Program.
VA Handbook 0324. Test, Training, Exercise, and Evaluation Program.
VA Directive 0327. Insider Threat Policy.
VA Handbook 0327. Insider Threat Program.
VA Directive 0710. Personnel Security and Suitability Program.
VA Handbook 0710. Personnel Security and Suitability Program.
VA Directive 0720. Program to Arm Department of Veterans Affairs Police.
VA Handbook 0720. Program to Arm Department of Veterans Affairs Police.
VA Directive 0730. Security and Law Enforcement.
VA Directive 0734. Classified National Security Information Program.
VA Directive 0735. Homeland Security Presidential Directive 12 (HSPD-12) Program.
VA Handbook 0735. Homeland Security Presidential Directive 12 (HSPD-12) Program.
VA Directive 0736. Meetings/Visits with Representatives of Foreign Governments or Industry, Foreign Travel, and Foreign Contacts.
VA Handbook 0730. Security and Law Enforcement.

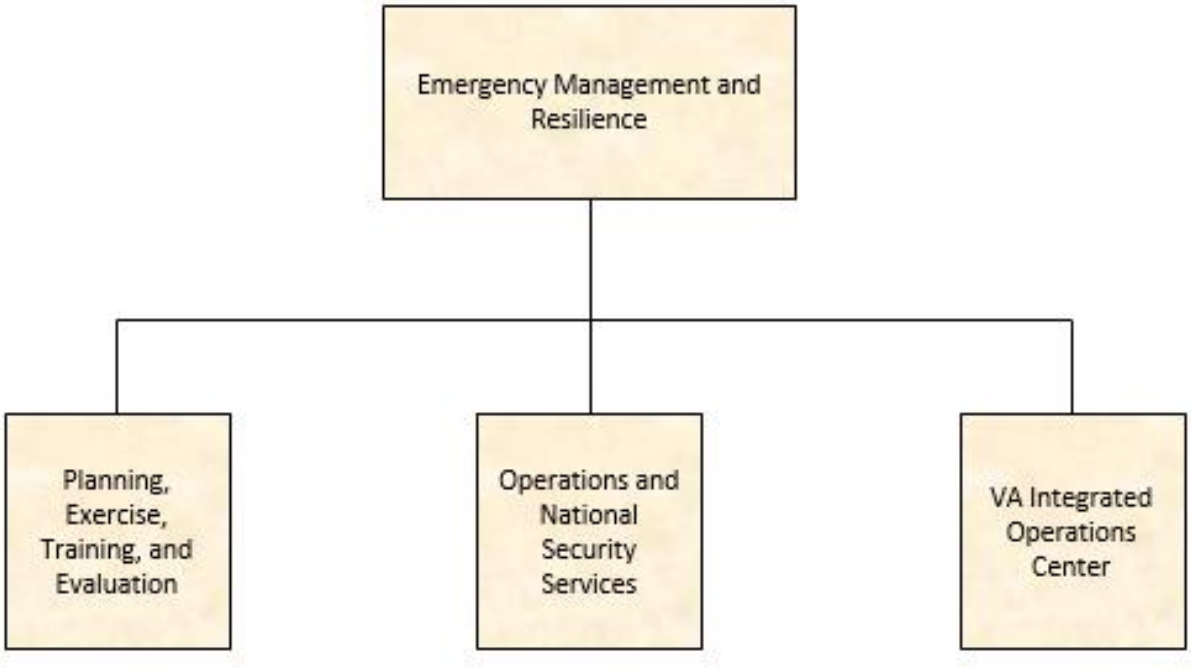

Figure 35 - Office of Operations, Security, and Preparedness – Office of Emergency Management and Resilience

Alternate representation of the Office of Emergency Management and Resilience organization chart

Office of Emergency Management and Resilience

Overview

The Office of Emergency Management and Resilience (OEMR) ensures the Department can effectively manage consequences associated with crisis through resilience capabilities and fosters an operational environment that will enable the Department to return to normal operations as quickly as possible. In addition, OEMR is the Department lead for VA's Fourth Mission and integrates Department capabilities that can be leveraged to manage emergencies at the Federal, state, local, or tribal levels.

Functions and Activities

- Provides management, coordination, and oversight of the Department's National Security, Preparedness, Continuity, and Intelligence portfolios.
- Oversees training and evaluation of VA Senior Leadership, as well as Administration and Staff Office security personnel, to support government-wide resilience requirements.

Planning, Exercises, Training, and Evaluation

Overview

Planning, Exercises, Training, and Evaluation (PETE) is responsible for continuity planning and associated training. PETE is the Department's lead for whole of government planning as it pertains to continuity of operations and government. As an integrator, PETE assists in identifying all Administration and Staff Office requirements and manages overall coordination to ensure these requirements are incorporated in Department policy and interagency planning efforts.

Functions and Activities

- Provides enterprise planning and management regarding Continuity of Operations, Continuity of Government and Enduring Constitutional Government programs.
- Directs continuity planning efforts to ensure all Department plans are coordinated, robust, and functional and support execution of the Primary Mission Essential Function (PMEF), Mission Essential Functions (MEF), and internal Essential Supporting Activities (ESAs).
- Ensures the Department is prepared to continue essential functions, reconstitute Department operations and devolve statutory authority and responsibility from VA Central Office to designated successors at alternate locations during a catastrophic national emergency.
- Supports continuity of essential functions at the national level by maintaining a continuity capability, including alert, notification, and deployment of personnel to pre-identified continuity management sites.
- Deploys liaisons to Federal homeland security and disaster response partners to facilitate information flow and enhanced coordination and participates as a full partner in interagency planning and coordination to ensure the ability of VA to support Federal disaster response efforts.

Operations and National Security Services

Overview

Operations and National Security Services (ONSS) serves as the Department's lead regarding National Security operations/engagements and interfaces with the interagency. ONSS provides policy and oversight for the Department's special security, secure and emergency preparedness communications, Insider Threat, and Counterintelligence and Intelligence Community (IC) support programs.

Functions and Activities

- Manages total life cycle requirements for the Department's National Security/Emergency Preparedness (NS/EP) communication systems.
- Provides policy development, oversight, and management of the special security programs, including access to classified information and Sensitive Compartmented Information (SCI).
- Provides policy, oversight, and training for the Insider Threat Program.
- Provides policy oversight and program management for classified intelligence information to include transmission, safeguarding, and destruction.
- Provides Communications Security (COMSEC) management and oversight for the Department's cryptologic material and equipment portfolio to ensure secure communications.
- Provides Government Emergency Telecommunications Service (GETS) and Wireless Priority Service (WPS) oversight and management.

VA Integrated Operations Center

Overview

The Veterans Integrated Operations Center (VAIOC) is the Department's national level hub for situational awareness, a common operating picture, information fusion, information dissemination, planning, and communications in support of VA crisis management, operational coordination, and disaster response. The VAIOC operates continuously with representatives from all Administrations and Staff Offices and maintains a Geographic Information System (GIS) to support decision making.

Functions and Activities

- Conducts operational reporting of incident events and threats by obtaining, validating, coordinating, and disseminating critical information, decision support products, and notifications for situational awareness and/or action.

- Manages crisis monitoring and reporting, while facilitating communication and information flow within VA and with Federal interagency partners for enhanced response and recovery operations.

- Manages and tracks requests for VA operational support by identifying, sourcing and coordinating for the deployment of internal capabilities in response to Federally declared disaster response and operational contingencies.

- Maintains the status of various VA strategic assets (e.g., equipment, systems, personnel) and monitors readiness levels and ability to be leveraged in support of preparedness, mitigation, response, and/or recovery operations.

- Manages all Consequence Management sites to maintain a robust readiness posture.

Authorities

P.L. 107-287. Department of Veterans Affairs Emergency Preparedness Act of 2002.
P.L. 113-2. Disaster Relief Appropriations Act of 2013.
P.L. 109-295. Post-Katrina Emergency Management Reform Act of 2006.
P.L. 107-188. Public Health Security and Bioterrorism Preparedness and Response Act of 2002.
P.L. 100-707. Robert T. Stafford Disaster Relief and Emergency Assistance Act, as Amended, April 2013.
P.L. 113-2. Sandy Recovery Improvement Act of 2013.
P.L. 107-296. The Homeland Security Act of 2002.
P.L. 115-232. The National Security Act of 1947, as Amended.
P.L. 97-174. VA and DOD Health Resources Sharing and Emergency Operations Act, as Amended, November 1992.
18 U.S.C. 793. Gathering, transmitting or Losing Defense Information.
18 U.S.C. 794. Gathering or Delivering Defense Information to Aid Foreign Government.
18 U.S.C. 798. Disclosure of Classified Information.
32 C.F.R. Parts 2001 and 2003. Classified National Security Information.
E.O. 10450. Security Requirements for Government Employment.
E.O. 12656. Assignment of Emergency Preparedness Responsibilities.
E.O. 13587. Cybersecurity of February 2013.
E.O. 12333. Office of the Director of National Intelligence.
E.O. 12968. Access to Classified Information.
E.O. 13526. Classified National Security Information.
E.O. 13618. National Security and Emergency Preparedness Communications.

Intelligence Community Directive 404. Executive Branch Intelligence Customers.
Intelligence Community Directive 703. Protection of Classified National Intelligence, Including SCI.
Intelligence Community Directive 704. Personnel Security.
Intelligence Community Directive 705. Sensitive Compartmented Information Facilities.
Presidential Policy Directive 8, National Preparedness.
Presidential Policy Directive 21. Critical Infrastructure Protection and Resilience.
Presidential Decision Directive: 12: Security Awareness and Reporting of Foreign Contacts.
Homeland Security Presidential Directive 5. Management of Domestic Incidents.
National Preparedness Goal, September 2015.
Federal Continuity Directives 1 and 2.
National Counterintelligence Strategy, 2016.
National Disaster Recovery Framework, June 2016.
National Incident Management System, December 2008.
National Response Framework, May 2013.
National Security Strategy, February 2015.
National Strategy for Bio surveillance, July 2012.
National Strategy for Biodefense, September 2018.
National Strategy for Counterterrorism, October 2018.
National Strategy for Pandemic Influenza (November 2005) and Implementation Plan (May 2006).
Office of Science and Technology Policy/Office of Management and Budget Directive D-16-1, Minimum Requirements for Federal Executive Branch Continuity Communications Capabilities.
Response Federal Interagency Operational Plan, August 2016.
Recovery Federal Interagency Operational Plan, August 2016.
Security Executive Agent Directive 3 - 7, June 2017.
Nuclear Radiological Incident Annex March 2015.
VA Directive 0320. VA Comprehensive Emergency Management Program.
VA Directive 0321. Serious Incident Reports.
VA Directive 0322. VA Integrated Operations Center (VA IOC).
VA Directive 0323. VA Continuity Program.
VA Directive 0324. Test, Training, Exercise, and Evaluation Program.
VA Directive 0327. Insider Threat Policy.
VA Directive 0734. Classified National Security Information Program.
VA Directive 0736. Visits with Representatives of Foreign Governments or Industry Foreign Travel.
National Security Agency Policy Manual 3-16

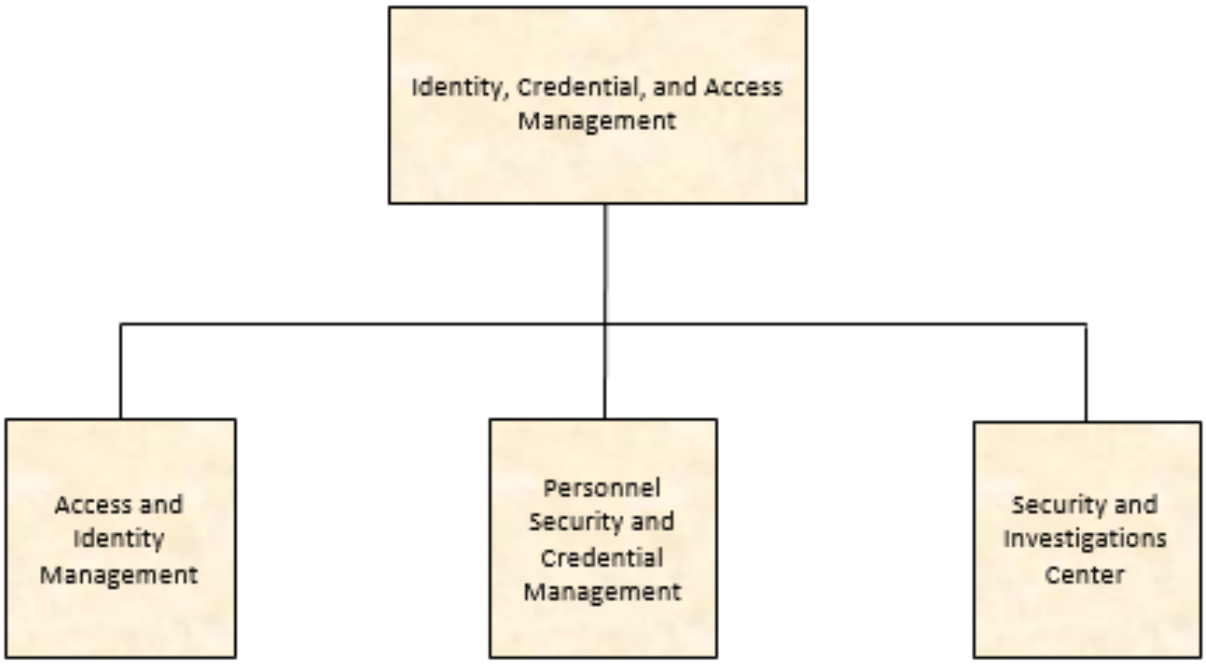

Figure 36 - - Office of Operations, Security, and Preparedness – Office of Identity, Credential, and Access Management

Alternate representation of the Office of Identity, Credential, and Access Management chart

Office of Identity, Credential, and Access Management

Overview

The Office of Identity, Credential, and Access Management (OICAM) contributes to a safe and secure environment for VA by ensuring trust in our VA workforce – appointees, employees, contractors, and affiliates through oversight of identity, credential, and access management (ICAM) efforts, central coordination and oversight of VA's personnel security, credentialing services, and identity and access management requirements, enforcing VA compliance with Federal statutes, regulations, and policies. OICAM's activities directly support VA's top priorities and supports the establishment of a consistent VA-wide strategy for identifying VA users for managing secure access to resources and facilities, while ensuring an individual's privacy.

Functions and Activities

- Provides central coordination and oversight to ensure alignment, accountability, and consistency of VA's personnel security, suitability, and ICAM projects and activities.
- Ensures that people who access VA facilities and IT systems are vetted, identity-proofed, trusted, and credentialed at the appropriate level to carry out the work they are assigned.

Access and Identity Management

Overview

The Access and Identity Management (AIM) Program supports requirements for VA activities and projects that will provide a consistent and VA-wide solution for identifying VA users for managing secure

access to resources while ensuring an individual's privacy through coordination support of VA Identity Management and Access Management initiatives inclusive of Physical Access Control Systems (PACS). AIM analyzes and collects requirements for an effective VA enterprise IT system that integrates and proactively manages on-boarding, off-boarding, and lifecycle management of processes.

Functions and Activities

- Collaborates with internal VA stakeholders to define relevant work flow processes and establish requirements to create a uniform, efficient, and effective process to manage the end-to-end career life cycle of employees, contractors, and affiliates during their tenure with VA.
- Ensures system compliance with identity authentication requirements and tracking of position sensitivity and eligibility/access to sensitive information as it relates to monitoring of VA employees, contractors, and affiliates to protect VA assets.
- Develops the requirements to integrate disparate legacy IT systems throughout VA to achieve greater efficiency in the on-boarding and off-boarding of employees, contractors, and affiliates, and performs comprehensive gap analyses to enhance the on-boarding and off-boarding processes.
- Develops the requirements to ensure employees, contractors, and affiliates are continuously monitored during their tenure with VA, and their physical and logical access to VA facilities and networks are terminated, deactivated, or suspended when it is no longer required.

Personnel Security and Credential Management

Overview

The Personnel Security and Credential Management (PSCM) Program supports and establishes a Department-wide personnel security and suitability program policy, implementation, oversight, and training to ensure the safety and security of our Nation's Veterans, visitors, employees, and facilities. The PSCM Program establishes and enforces VA compliance with personnel security and suitability policies and is responsible for the implementation of HSPD-12 requirements.

Functions and Activities

- Manages the VA Centralized Adjudication and Background Investigation System (VA – CABS) is a secure, end-to-end IT system application enabling continuous subject evaluation and timely dissemination of, and access to, personnel security information from trusted information providers.
- Develops and implements policies and processes that define VA requirements for compliance with applicable statutes, Executive Orders, and Federal regulations for all VA employees, contractors, and affiliates.
- Coordinates with other agencies and exchanges personnel security and suitability information with the Office of Personnel Management (OPM), Office of the Director of National Intelligence (ODNI), and other agencies.
- Conducts training, oversight, and compliance of VA Administrations that perform personnel security and credential management functions.

- Processes and adjudicates background investigations for all moderate risk, high risk public trust, and national security positions for VA employees and contractors.
- Implements a "Next Generation PIV System," a more reliable and efficient credentialing system than the current proprietary Card Management System (CMS), using the Managed Service Offering (MSO) from the General Services Administration (GSA).
- Provides oversight and training of VA PIV card issuance facilities and PIV role holders.

Security and Investigations Center

Overview

The Security and Investigations Center (SIC) processes and adjudicates the background investigations for all moderate risk, high risk public trust, and national security positions for Federal employees within VA, as well as all levels of investigation for contractors performing jobs and functions for VA.

Functions and Activities

- Provides quality background investigations and timely adjudications for VA employees in national security and public trust positions and all risk levels for VA contractors nationwide.
- Processes, initiates, and adjudicates all high and moderate risk background investigations for VA employee suitability.
- Processes, initiates, and adjudicates all eligibility for access to national security information (security clearances) for VA employees.
- Processes, initiates, and adjudicates all levels of background investigations for VA contractor "fitness" or suitability.

Authorities

P.L. 108-458. Intelligence Reform and Terrorism Prevention Act of 2004.
5 U.S.C. Government Organization and Employees.
5 C.F.R. 731. Suitability.
5 C.F.R. 732. National Security Positions.
32 C.F.R. 147. Adjudicative Guidelines for Determining Eligibility for Access to Classified Information.
E.O. 13467. Reforming Processes Related to Suitability for Government Employment, Fitness for Contractor Employees, and Eligibility for Access to Classified National Security Information.
E.O. 13488. Amending the Civil Service Rules.
E.O. 12968. Access to Classified Information.
E.O. 13381. Strengthening Processes Relating to. Determining Eligibility for Access to. Classified National Security.
E.O. 13764. Amending the Civil Service Rules, E.O. 13488, and E.O. 13467 To Modernize the Executive Branch-Wide Governance Structure and Processes for Security Clearances, Suitability and Fitness for Employment, and Credentialing, and Related Matters.
Homeland Security Presidential Directive 12. Policy for a Common Identification Standard for Federal Employees and Contractors.
VA Directives and Handbooks 0710. Personnel Security and Suitability.
VA Directives and Handbooks 0735. Homeland Security Presidential Directive 12 (HSPD-12) Program

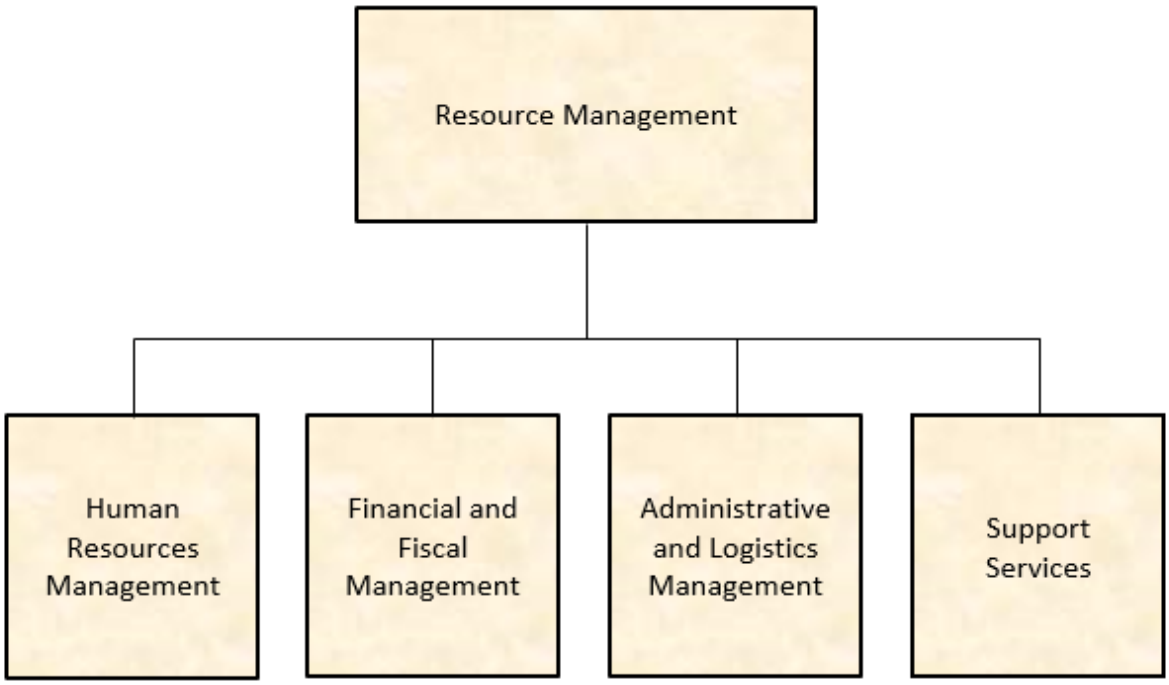

Figure 37 - - Office of Operations, Security, and Preparedness – Office of Resource Management

Alternate representation of the Office of Resource Management organization chart

Office of Resource Management

Overview

The Office of Resource Management (ORM) provides mission support for resources by providing oversight of financial and fiscal management, accounting and reporting, procurements, human resources management, administrative and logistics management, and support service activities across OSP in accordance with the Federal Managers' Financial Integrity Act of 1982 (FMFIA) and the Office of Management and Budget (OMB) Circular A-123.

Human Resources Management

Overview

Human Resources Management provides oversight for human resources activities in accordance with VA and Federal policies to ensure compliance.

Functions and Activities

- Strategic management of human resources activities focusing on polices and systems ensures the execution of classification, recruiting, workforce planning, employee relations, diversity and inclusion, telework, employee development and training, labor management, reasonable accommodations, talent management system, performance management, equal employment opportunity (EEO) complaints, investigation processes, etc.

- Ensures organizational human capital processes involving recruitment and hiring for OSP and the franchise fund employees of the Security and Investigations Center and the Law Enforcement Training Center.

Financial and Fiscal Management

Overview

Financial and Fiscal Management provides oversight in accordance with VA and Federal policies to ensure compliance.

Functions and Activities

- Ensures oversight of all funding sources, to include both budget authority (BA) and reimbursable authority (RA).
- Provides procurement, contract management oversight, and support for requisitions, supply systems, purchase orders, contracting modifications, waivers, letters, vouchers, invoices, and pre-award documents, such as amendments, purchase requests, invitations for bid, or requests for quotation or proposal, and monthly performance reviews.
- Ensures prompt payment and oversight for monthly obligations for all billings.

Administrative and Logistics Management

Overview

Administrative and Logistics Management provides oversight in accordance with VA and Federal policies to ensure compliance.

Functions and Activities

Conducts OSP business support operations, which include employee logistics management, transit benefits, logistics for space management, travel management, records management, Freedom of Information Act, etc.

- Executes organization's space management and allocations to include oversight of OSP's file digitization.
- Provides support to property passes, purchase cards, time and attendance, fair act inventory, and Business Continuity Advisory Group Management.
- Ensure Privacy Verification Tracking System (PVTS).
- Manages non-IT inventory and IT inventory.
- Provides procurement and contract management support in reviewing requisitions, supply systems, purchase orders, contracting modifications, waivers, letters, vouchers, invoices, and pre-award documents, such as amendments, purchase requests, etc.

Support Services

Overview

Support Services provides oversight of OSP's privacy and records management, FOIA requests, E-Governance requirements and other areas to help facilitate compliance.

Functions and Activities

- Conducts additional OSP support operations, which include Personal Identity Verification (PIV) sponsorship and creation of TMS profiles.

- Identifies specific project goals and objectives, and determines the work resources, funding requirements, reporting requirements, and methodology necessary to complete the project.

Authorities

P.L. 101-576. Chief Financial Officers Act of 1990.
31 U.S.C. 5. Office of Management and Budget.
31 U.S.C. 31. Public Debt.
OMB Circular A-76. Performance of Commercial Activities.
OMB Circular A-50. Audit Follow Up.
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.
OMB Circular A-11. Preparation Submission and Execution of the Budget.
OMB Memorandum M-13-08. Financial Systems.
OMB Memorandum M-13-08 31 U.S.C.66a, as Amended. Government Performance and Accountability Act.
AFGE Master Agreement.
OMB Memorandum M-12-09. Federal Activities Inventory Reform (FAIR) Act Submission for Fiscal Year 2012.
Office of Federal Procurement Policy Letter 11-01.
VA Directive 0000. Delegations of Authority.
VA Directive 0003. Technical Specifications and Design Standards for VA Learning.
VA Directive 0004. Education and Learning Delivery System.
VA Directive 0007. Interagency Coordination of Complex Care Benefits and Services.
VA Directive 0055. VA Energy and Water Management Program.
VA Directive 0062. Environmental Compliance Management.
VA Directive 0063. Waste Prevention and Recycling Program.
VA Directive 0633. Transit Benefit Program.
VA Directive 4085. Capital Asset Management.
VA Directive 5007-55. Temporary Increase in Annual Pay Limitation for Certain Fee Basis Providers.
VA Directive 5975. Diversity and Inclusion.
VA Directive 5977. Equal Employment Opportunity Discrimination Complaints Process.
VA Directive 5978. Alternative Dispute Resolution.
VA Directive 6300. Records and Information Management.
VA Directive 6340. Mail Management.
VA Directive 6371. Destruction of Temporary Paper Records.
VA Directive 6508. Implementation of Privacy Threshold Analysis and Privacy Impact Assessment.
VA Directive 6509. Duties of Privacy Officers.
VA Directive 7002. Logistics Management.

VA Directive 0633. Transit Benefit Program.
VA Directive 6371. Destruction of Temporary Paper Records.
VA Handbook 0011. Strategic Capital Investment Planning Process.
VA Handbook 7816. Lease Management Procedures.

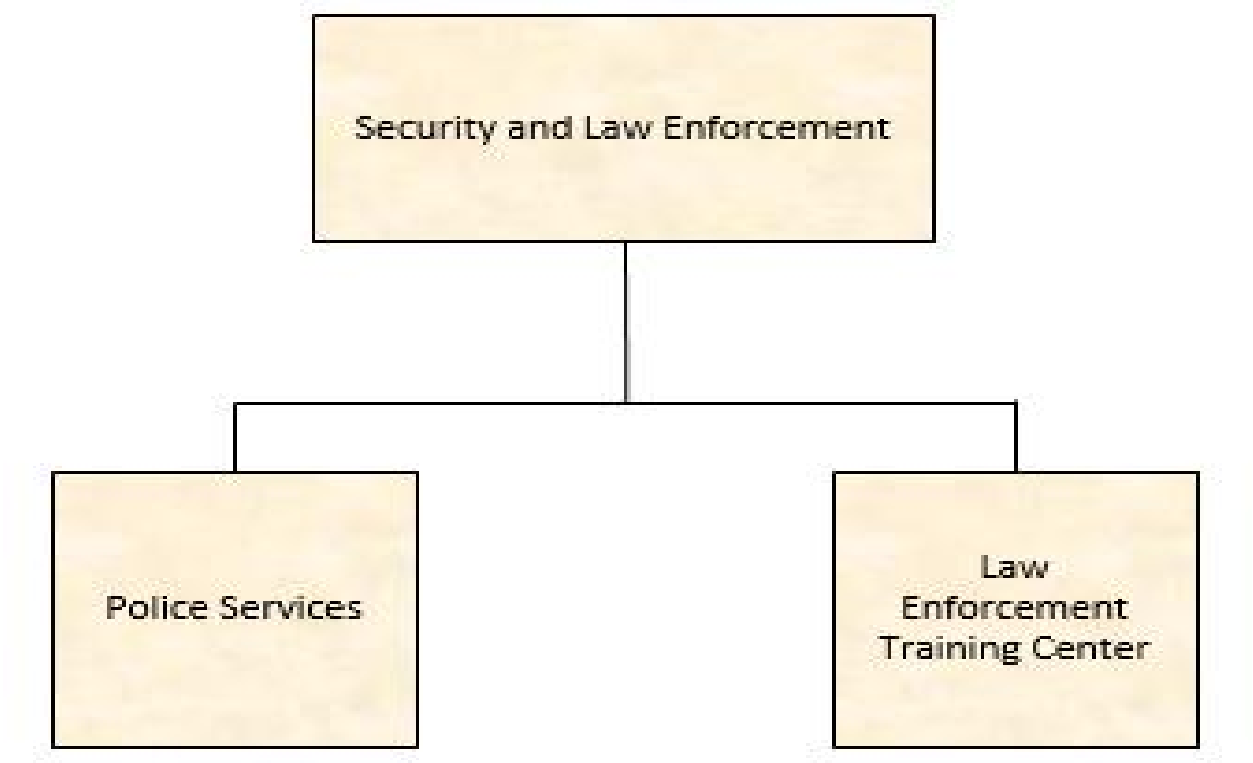

Figure 38 - Office of Operations, Security, and Preparedness – Office of Security and Law Enforcement

Alternate representation of the Office of Security and Law Enforcement organization chart

Office of Security and Law Enforcement

Overview

The Office of Security and Law Enforcement (OSLE) is responsible for developing policies, procedures and standards that govern VA's infrastructure protection, personal security and law enforcement programs; protecting Veterans, visitors, and staff on Department facilities and grounds. OSLE works regularly with several Federal law enforcement agencies in areas such as information sharing, training, planning and policy development.

Police Services

Overview

Police Services is headquartered at VA Central Office and includes three divisions: Police Oversight and Investigations; Executive Protection; and Infrastructure Protection, Policy, Intelligence, and Crime Analysis. Police Services develops policy and provides oversight of VA Police Program inspections, and criminal and internal affairs investigations, while offering technical advice, and vulnerability and risk assessment tools to VA facility managers and Police Service Chiefs. Additionally, Police Services detects, deters, and defends against any threat of harm to the Secretary and Deputy Secretary of VA.

Functions and Activities

- Develops, coordinates, and disseminates policy and procedures related to VA field facility security and law enforcement operations.

- Conducts comprehensive program inspections of each VA Police Unit every 2 years to determine existing law enforcement and physical security conditions at individual centers throughout the VA system.
- Prepares comprehensive inspection reports which identify program deficiencies and makes recommendations to correct those deficiencies and recommends the implementation of appropriate security and law enforcement measures and procedures when there is an immediate need to do so.
- Ensures regulatory compliance of physical security requirements to prevent loss by burglary from bulk storage areas, robbery, off shelf theft, conspiratorial diversion and skimming.
- Provides technical advice, guidance, and leadership to VA facility managers and Police Service Chiefs to include evaluation requirements for communication equipment and other technical aids to security at medical center request.
- Responds to Continuity of Operations locations to support VA, OSP, and OSLE emergency operations and continuity of government operations.
- Institutes physical security standards and options-Department wide and performs Vulnerability and Risk Assessment of all VA properties.
- Provides operational security oversight of VA Central Office buildings in National Capitol Region (NCR).
- Serves as the point of entry for all Police sensitive information filtered into the VAIOC and liaison with watch officers from various Administrations and staff offices present as a part of the VA34IOC team.
- Serves as the primary liaison with local, State, Federal law enforcement agencies throughout the NCR and across the US, in addition to the Joint Fusion Center at Quantico.
- Maintains the Sexual Assault Database and Firearms Related Incident Database.
- Analyzes crime data and identifies patterns and trends to be used for criminal apprehension and crime prevention.
- Provides Portal to Portal and Personnel protection for the Secretary including during all travel throughout the United States and abroad.
- Provides personal protection for the Deputy Secretary in the Metro Washington, DC area and throughout the United States, based upon the current threat analysis.
- Investigates any possible or perceived threats directed towards the Secretary or Deputy Secretary.
- Maintains secure communication devices for emergency contact with White House Entities and VA Continuity of Operations sites.

Law Enforcement Training Center

Overview

The VA Law Enforcement Training Center (LETC), located in North Little Rock, Arkansas, provides professional training for all VA Police Officers to deal successfully with situations involving patients at VA

healthcare facilities. Through its Franchise Fund activities, the LETC also provides training services to other Federal law enforcement agencies. LETC consists of four divisions: Academic Programs Division, Technical Programs Division, Advanced Programs Division, and the Training Standards Division. These divisions provide entry-level, advanced-level, and specialized law enforcement trainings.

Functions and Activities

- Serves as subject matter experts concerning the development of training program requirements, associated polices and standard operating procedures.
- Provides technical advice, guidance, and leadership to VA facility managers and Police Service Chiefs concerning training program requirements and policy.
- Conducts, assists, or oversees criminal investigations at VA facilities and properties.
- Fulfills need for training that will ensure students possess basic police knowledge of and attitude toward Federal laws and agency regulations and procedures, particularly in the law enforcement subjects of arrest, search and seizure, and their related constitutional safeguards.
- Provides ancillary training in the broad range of the agency's operational and administrative policies and procedures that govern the daily conduct of law enforcement activities.
- Provides the fundamentals of marksmanship, which teaches the student the importance of weapon handling, fundamentals of shooting and the overall manipulation of the duty weapon and ensures VA Basic Police Officers are aware and trained on the latest techniques of arrest.
- Provides cutting edge training to VA Firearms Instructors in the Active Threat Response Instructor Course, which incorporates the Use of Force Continuum, Shoot / Don't Shoot Scenarios, Isolation Drills and Force on Force scenarios utilizing Simunition marking cartridges.
- Prepares those selected to manage and train VA Police officers in Ground Defense and Recovery (GDR) techniques.
- Manages national K-9 policy and course to educate and maintain appropriate standards.
- Evaluates training on multiple levels to ascertain whether it meets the needs of the student and client.
- Registers students, assigns lodging, issues order, administers tests, collects data, records data, files accordingly and distributes supplies and equipment.

Authorities

38 U.S.C. 901. Authority to Prescribe Rules for Conduct and Penalties for Violations.
38 U.S.C. 902. Enforcement and Arrest Authority of Department Police Officers.
38 C.F.R 1.218. Security and Law Enforcement at VA Facilities.
VA Directive 0720. Program to Arm Department of Veterans Affairs Police.
VA Directive 0730. Security and Law Enforcement.
VA Handbooks 0730/1, 0730/2, 0730/3, 0730/4, 0730/5. Security and Law Enforcement.

Office of Public and Intergovernmental Affairs

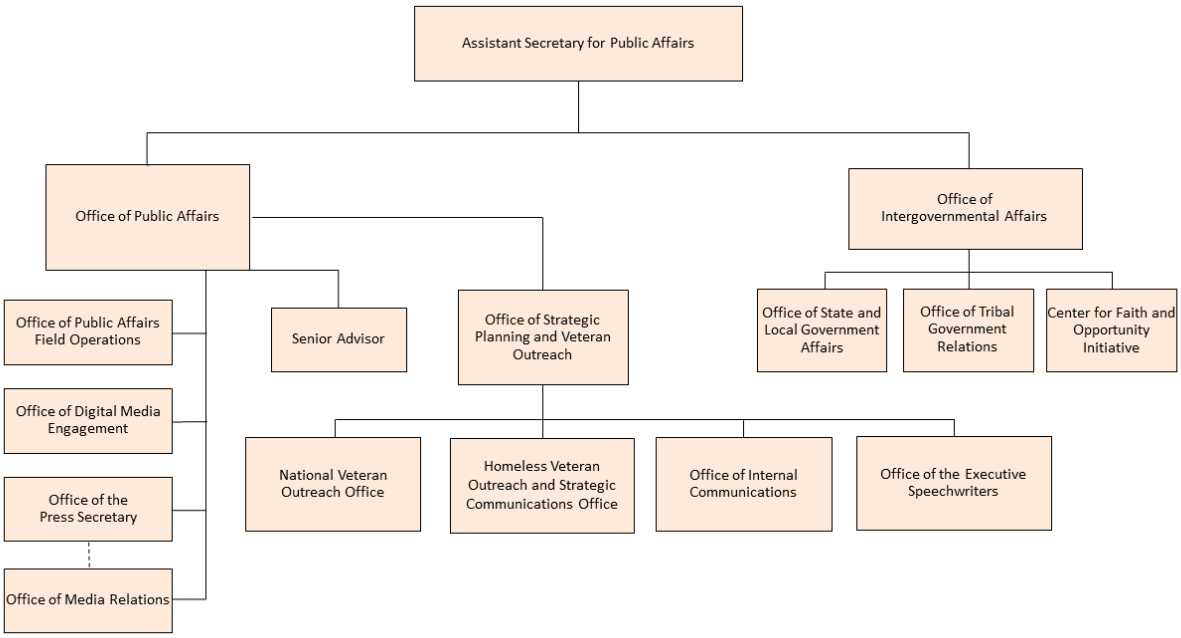

Figure 39 - Office of Public and Intergovernmental Affairs

Alternate representation of the Office of Public and Intergovernmental organization chart

Office of the Assistant Secretary for Public and Intergovernmental Affairs

Mission Statement

The Office of Public and Intergovernmental Affairs (OPIA) helps build and maintain public confidence in the Department of Veterans Affairs by positively reinforcing its commitment and readiness to serve America's Veterans of all generations. OPIA accomplishes this by developing, routinely updating and communicating the Department's key messages to many audiences through media relations, public affairs, intergovernmental affairs, outreach and Veteran engagement to reach Veterans and their families, other beneficiaries and other stakeholders. Under VA's modernization effort, OPIA is designated as the enterprise policy and functional coordinator of internal employee and external communications to ensure consistent messaging and to be the unified voice of the department.

Overview

The Office of the Assistant Secretary provides executive oversight, management and direction to OPIA. The Assistant Secretary oversees VA's communications and outreach programs including media relations, internal communications and media products, social media and intergovernmental affairs. The Office of the Assistant Secretary includes the Principal Deputy Assistant Secretary, the Chief of Staff, Special Assistant, Executive Assistant and other program analysts and assistants. The Principal Deputy Assistant Secretary and the Chief of Staff report directly to the Assistant Secretary.

Functions and Activities

- Oversees the Department's outreach and engagement communications with Veterans, their beneficiaries, the public, VA employees, news and digital media and other critical stakeholders.

- Develops, maintains, and communicates the Department's messages through media relations, public and intergovernmental affairs and community engagement to empower, educate and inform Veterans, their families, their survivors and other beneficiaries about the benefits and care they have earned and deserve.

- Directs the Department's Intergovernmental, Tribal Government Relations, National Veterans Outreach Office, Homeless Veterans Outreach and Strategic Communications Office, Executive Speechwriters, the Office of Internal Communications and the Center for Faith and Opportunity Initiative.

- Builds trust and confidence in VA and its readiness to serve America's Veterans of all generations by building and maintaining honest relations with different audiences and articulating a truthful and transparent narrative of VA's activities.

Authorities

VA Handbook 23. Tier 1 Graphic Standards, Appendix A.
VA Directive 6102. Internet/Intranet Services.
VA Handbook 6102. Internet/Intranet Services.
VA Directive 6515. Use of Web-Based Collaboration Technologies.

Office of Public Affairs

Overview

The Deputy Assistant Secretary for Public Affairs is responsible for coordinating and orchestrating the release of external public affairs communication and information for VA. The primary mission of this Office is to coordinate with VA's three Administrations (Veterans Benefits Administration (VBA), Veterans Health Administration (VHA) and National Cemetery Administration (NCA)) and other offices throughout VA to ensure Veterans and their families, other beneficiaries and stakeholders receive accurate and timely information about Department benefits and programs as well as information on many other topics using all forms of traditional and new media to communicate.

Functions and Activities

Manages VACO's media relations program.

- Responds to media inquiries.

- Produces external media products (i.e., news releases, media advisories, and fact sheets).

- Coordinates integrated media responses with VACO staff, VA Directorates, and VA Administrations.

- Builds and maintains relationships with news media to facilitate ongoing dialogue and balanced news coverage.

- Provides field public affairs support to Veterans Integrated Service Networks (VISNs), Memorial Service Networks (MSNs) and benefits centers nationwide.
- Coordinates regional press inquiries with VACO and supported VISNs, MSNs, and benefits centers.
- Provides event support packages.
- Provides onsite public affairs support to traveling senior VACO leadership as required.
- Trains VISN, MSN, and benefits center public affairs personnel in their respective regions.
- Provides public affairs advice and counsel to VA regional leadership.
- Provides public affairs training and pre-event media preparation/coaching for senior VA personnel as well as onsite mission support.
- Manages VA's primary digital media presence to educate and inform key internal and external stakeholders via digital technology.
- Maintains the Department's flagship blog, "VAntage Point."
- Manages VA's main Web governance and oversight process portions of the va.gov website.
- Manages VA's social media platforms (Facebook, Twitter, Instagram, etc.) and policy.
- Produces, films, and distributes timely video stories and products.
- Provides online stories to complement other VA-generated media products.
- Provides subject matter expert-level training to VACO and other internal VA organizations for online and social media strategy and execution.
- Educates and informs internal audiences and key stakeholders through production and distribution of internal media products.
- Composes and publishes the "VAnguard" magazine for VA and key stakeholder organizations.
- Maintains timely and up-to-date photographic records of major VA activities and publishes them for internal organizations and personnel as well as key stakeholder use.
- Provides subject matter expert-level training and video production expertise to VACO and other VA organizations.
- Provides public affairs plans, recommendations and support to SECVA and OSVA.
- Briefs SECVA and other senior VA leaders daily on media reports and trends concerning VA.
- Provides senior advice and counsel to SECVA and OSVA on all media topics.

- Synchronizes the Department's key messages with the Office of Intergovernmental Affairs and other VA organizations or Staff Offices, as appropriate.

- Provides direct support to SECVA while on official travel.

Public Affairs Senior Advisor

Overview

The Public Affairs Senior Advisor is the senior Federal civil service public affairs officer and coordinator for external information delivery. Public Affairs encompasses the following elements: Media Relations, Field Operations and Digital Media Engagement. Media Relations focuses on engagement, through media interviews, press conferences, news releases and coordinated responses to media queries. Field Operations provides VA Central Office (VACO) liaison and staff assistance on a regional basis for Veterans Integrated Service Networks (VISN), Veterans Affairs Medical Centers (VAMC), VBA Regional Offices (RO) and National Cemeteries. Digital Media Engagement focuses on content material for web operations through blogs and other online publications, engagement on multiple social media platforms and measurements of effectiveness through social media.

Functions and Activities

- Media Relations: Manages engagements with print, television and other electronic media outlet reporters and producers. Coordinates media engagement (i.e. Interviews, press conferences, media roundtables etc.) Coordinates media queries and provides responses on behalf of the Department.

- Field Operations: Manages media engagements on a national basis using field office personnel. Team members serve as liaison between VACO and other VA offices nationwide. Assists and coordinates media functions in respective areas on behalf of the Department. Team members serve as public affairs representatives for the Secretary, Deputy Secretary and other senior leaders in coordination with the Press Secretary, the Deputy Assistant Secretary for Public Affairs and the Assistant Secretary. Team members also provide preparation and training for public affairs officers and leaders.

- Digital Media Engagement: Manages various pages of the main VA webpage, produces and manages web blog, and creates and distributes a podcast from VA Central Office. Team manages, provides guidance and provides content to multiples on various VA controlled social media platforms including (but not limited to): Facebook, Twitter, YouTube, Instagram etc.

Press Secretary

Overview

The Press Secretary serves as a senior advisor to the Secretary and Deputy Secretary on media engagement and strategic messaging. The Press Secretary also provides departmental guidance on the messaging regarding implementation of the Secretary/Deputy Secretary policies, plans and goals to serve Veterans, their families, their survivors and other beneficiaries. The Press Secretary maintains a direct coordination line with the Secretary and Deputy Secretary.

Functions and Activities

- Functions as a liaison to the Office of the Secretary regarding significant media activities and travel support and independently considers a broad spectrum of factors when making recommendations including public, congressional and public policy stances.

- Coordinates directly with the secretary and senior VA staff, White House officials and other stakeholders on Veterans policy or special projects involving topical Veterans' issues.

- Provides OPIA media responses and materials and ensures accuracy and consistency of policy, style, and quality. Determines which items should be brought to the attention of the Assistant Secretary, the Deputy Assistant Secretary for Public Affairs and other senior VA officials.

- At the request of the Assistant Secretary for OPIA, conducts special or confidential studies of a complex nature which serve as a basis for recommending changes in program policies or operations.

Office of Media Relations (80F)

Overview

The Office of Media Relations (OMR) serves as VA's main conduit with the external news media. OMR plans and directs the Department's public affairs program. OMR staffers help plan issue-driven public affairs campaigns; manages and executes media events (press conferences, interviews, media roundtables, media support to major VA events, etc.); coordinates public affairs events with the Department's three administrations and key program offices; drafts, distributes, and maintains news releases and fact sheets, communications plans, white papers and similar products.

Functions and Activities

- Drafts, coordinates and implements media relations portions of communications plans.

- Composes, coordinates, and distributes news releases, talking points and related documents, such as statements articulating the Department's position and Questions and Answers (Q&A) for internal use.

- Identifies key news media personnel appropriate for an event, establishes communications and provides targeted written products to the news media.

- Provides After-Action Reports and lessons learned to continuously improve the Department's public affairs and media efforts and programs.

- Coordinates with VA's three Administrations, Staff Offices and major programs.

- Maintains a roster of VA public affairs professionals and Subject Matter Experts (SMEs).

- Supports public affairs training for VA offices and within the three Administrations.

- Establishes protocols and tools to ensure key offices are kept informed of printed articles, broadcast reports and news queries/responses provided by OMR personnel.

- Drafts, distributes and archives written products.

- Establishes protocols and relationships with program offices and provides accurate, timely, and comprehensive information to enable them to create quality written products.

- Identifies key news media outlets and appropriate personnel and provides them with VA's written products.

- Establishes contracts to archive written products, distribute news releases and assemble news clippings and other products used to brief SECVA and other senior VA leaders on media trends.

Office of Digital Media Engagement

Overview

The Office of Digital Media Engagement (DME) leverages existing and emergent web-based technologies to provide the right information to the right VA stakeholder at the right time. Additionally, DME creates and distributes various communication products through online media designed to inform external and internal audiences of the many benefits, services and programs available to Veterans and how they may access those benefits.

Functions and Activities

- DME creates and maintains a coordinated digital culture across the enterprise to enhance the end-user experience on the Department's primary Website, va.gov. DME also produces content products for print, broadcast and digital formats and distributes them to VA facilities, offices and sites for use by employees, Veterans, family members, VSOs and community partners. The products are also used to highlight the daily work, as well as the special achievements of VA employees in delivering care and benefits to our Nation's Veterans. Conducts outreach via digital and social media.

- Manages the department's primary content delivery system, the VAntage Point blog, by creating content, editing guest submissions and requesting specific content from Veterans, VA employees and various stakeholders to engage in current topics.

- Provides multiple, daily social media updates with valuable VA information and connects with Veterans through comments, blogs and discussions. Platforms include Facebook, Twitter, Instagram and others as appropriate.

- Creates and posts digital news videos that highlight the work of VA employees and provides important information about the benefits and services that VA offers. Videos are shared via VAntage Point, YouTube and Facebook.

- Creates photos and updates and maintains VA's Flickr site, which contains more than 28,000 photos and has more than 15.6 million views.

- Enforces and standardizes social media guidelines.

- Monitors and maintains the standards of VA's Web-based social media tools.

- Oversees VA Web Governance.

- Manages the Department's Web Governance Board, which is responsible for standardization and enforcement for VA's primary Web properties.

- on behalf of the Board and with the input and participation of VA's three main Administrations, DME leads the standardization of VA's Web presence. DME enforces VA's minimum requirements for specific Web properties and ensures compliance with mandated standards.

- Educates and informs internal audiences and key stakeholders through production and distribution of key internal media products.

- Provides and publishes official VA biographies for senior leaders.

- Helps develop and publish SECVA messages.

- Informs and educates external audiences and key stakeholders through the production and distribution of outreach products.

- Produces field support packages to support facility involvement in special events, activities and programs such as national commemorative programs (Veterans Day) and program events.

Authorities

VA Directive 6515. Use of Web-Based Collaboration Technologies.
VA Directive 6102. Internet/Intranet Services.
VA Web Governance Board Charter.

Office of Field Operations

Overview

OPIA's Field Operations Service consists of six district public affairs offices that serve as the public relations conduit between local facilities in each administration and VA Central Office, coordinating the release of external and internal public affairs information and providing direct support and public relations counsel.

Functions and Activities

- Facilitates interviews and responses to media queries in coordination with VACO OMR and regional SMEs in their area of support.

- Distributes OPIA-generated news releases, media advisories, and internal field support packages for designated VA events to ensure synchronization of messages and effectiveness of information distributed to Veterans and key stakeholders.

- Provides onsite support to senior regional and national VA leadership for press interviews and public engagements, including support to SECVA.

- Plans and executes periodic training for facility level public affairs personnel to ensure presence of a cadre of competent VA public affairs personnel nationwide.

- Provides senior advice and counsel to VA facilities and leaders throughout the country to ensure synchronization of VA's message.

- Plans and administers a biennial national public affairs training academy, which trains more than 350 VA Public Affairs and Outreach Specialists.

Executive Director for Strategic Planning and Veteran Outreach

Overview

The Executive Director for Strategic Planning and Veteran Outreach serves as the Assistant Secretary's senior advisor on matters pertaining to development of department-wide communications policy, advertising, strategic communications and is a key conduit with other OPIA Federal employees. The Executive Director for Strategic Planning and Veteran Outreach is also responsible for providing oversight, guidance and direction to the Office of National Veterans Outreach, the Office of Internal Communications, the Office of the Executive Speechwriters and the Homeless Veterans Outreach and Strategic Communications Office. The Executive Director for Strategic Planning and Veteran Outreach serves as OPIA senior career representative on all VA senior executive boards and management reviews.

Office of Internal Communications

Overview

The Office of Internal Communications is the lead VA office charged with improving and spreading employee communications across the enterprise. The goal of the office is to increase employee awareness of VA and its initiatives, programs and achievements and to increase employee engagement and productivity. by working collaboratively with OSVA, the three Administrations and VACO staff offices, this office highlights the work VA personnel and VA facilities are doing for Veterans; shares important news, information and resources with VA employees; and implements communications campaigns and training to increase employee engagement and buy-in to VA's mission. Improving internal communications is key to improving the employee experience which, in turn, will improve the Veteran experience.

Functions and Activities

- Functions as a liaison to the Office of the Secretary regarding Internal Communications strategy and independently considers a broad spectrum of factors when making recommendations on how to most effectively reach and inspire VA employees.

- Leads multiple enterprise-wide efforts to improve internal communications know-how, align internal communications strategy and increase synergy across VA. This includes:

- Developing and conducting Internal Communications training for key stakeholders across VA.

- Leading the Internal Points of Contact advisory board with members from each VA administration and staff office.

- Developing and disseminating Internal Communications toolkits to help key stakeholders become more efficient and effective in communicating with and inspiring excellence among VA employees.

- Manages and produces VA/OPIA-sponsored all-employee communications vehicles, including the Insider News blog/portal.

- Manages and produces internal communications campaigns and leads internal communications events.
- Develops internal VA communications materials, ensuring they are accurate and meet policy, style and quality standards. Determines which items should be brought to the attention of the Assistant Secretary and senior VA officials.
- Publishes VAnguard, the national employee magazine of VA, which communicates leadership's priorities to employees and shows how employees can individually contribute to mission success.
- Produces VACO daily broadcast messages, which are internal messages used to inform VACO employees of upcoming events, deadlines, retirements, etc.
- Produces "Hey VA," a brief message intended for all VA employees, distributed daily through various VA intranet sites, VISTA and VA email networks. Focuses on employee and facility achievements, important policy changes and Departmental initiatives.

National Veterans Outreach Office

The National Veterans Outreach Office (NVO) mission is to assess, integrate and coordinate outreach activities for VA. The office develops outreach plans and web resources to assist VA administrations and program offices' outreach efforts. The office also provides project management of significant VA marketing and advertising contracts, all contracts specify measurable results for the outreach campaign. In addition, this office is responsible by law, for preparing the biennial outreach report to Congress on the outcomes of VA outreach programs.

Functions and Activities

- Coordinates outreach program activities.
- Produces a bi-annual outreach report for Congress and a separate outreach plan for internal VA use.
- Provides certified Contract Office Representatives to plan and execute outreach contracts.
- Conducts or supports outreach training for VA employees who serve in outreach duty assignments.
- Plans and coordinates digital outreach programs with the Digital Media Engagement team.
- Coordinates outreach program communications.
- Develops and maintains the Departmental advertising policy.
- Administers/supports the VA Advertising Oversight Board (VAAOB).
- Increases Veterans' awareness of and confidence in VA's health care, benefits and services.

- Conducts pro-active, strategic outreach and engagement to military Servicemembers before they transition to the Veteran population.
- Supports the development of partnerships with government, non-government and private organizations to enhance the Department's outreach activities.
- Produces the Federal Benefits for Veterans, Dependents and Survivors handbook (English, Spanish and digital editions), which is an annually updated handbook that provides a digest of all VA and other Federal benefits for Veterans as well as directory of all VA facilities and benefits access points. Annually ranked by Government Printing Office (GPO) as one of Top Federal publications.
- Coordinates communication planning activities.
- Hosts bi-weekly VA outreach meetings to plan and coordinate outreach activities.
- Coordinates and supports Veterans outreach programs with other host Federal agencies such as commemoration programs for past wars.
- Develops and distributes themes and messages to VA Administrations and Staff Offices.
- Coordinates communications and outreach efforts to promote common VA goals.
- Manages VAs' national observance and special events functions, such as Veterans Day and Memorial Day.
- Composes and publishes event products such as the Veterans Day Teachers Guide, distributed nationwide, and media products such as posters and Web-based information presentations.
- Maintains the Veterans Day Regional Site program.
- Oversees the Veterans Day National Committee ensuring Veterans Service Organizations are promptly informed of all Veterans Day and Memorial Day Observances.
- Coordinates and orchestrates the National Veterans Day Observance at Arlington National Cemetery.
- Supports the Military District of Washington with planning for The Memorial Day Observance.

Authorities

38 U.S.C. 6301-6308. Outreach Activities.

Homeless Veterans Outreach and Strategic Communications Office

Overview

The Homeless Veterans Outreach and Strategic Communications Office is responsible for increasing awareness of VA resources for Veterans who are homeless or at risk of homelessness. The office develops collaborative relationships with organizations that can assist VA in filling gaps in the areas of employment, move-in essentials and affordable housing for homeless Veterans and coordinates with

Federal, state, and local partner organizations to synchronize messaging about homeless Veterans' issues.

Functions and Activities

- Increasing awareness of VA resources for homeless Veterans.
- Leads the planning and execution of outreach and strategic communication activities, which includes the development and distribution outreach materials (brochures, posters, etc.), public service announcements (PSAs) and paid media advertisements (outdoor and online ads).
- Maintains the VA Homeless Programs internet and intranet websites.
- Develops content for internal and external social media platforms about VA homeless programs.
- Participates in local and national outreach events.
- Coordinates participation of senior VA leaders in the annual Point-in-Time (PIT) Count of homeless persons and other high-profile events related to ending Veteran homelessness.
- Develops collaborative relationships with internal and external entities to fill identified gaps.
- Convenes meetings for VA subject matter experts to engage with local and national organizations that can help fill gaps in the areas of employment, affordable housing and move-in essentials for Veterans who are homeless and at-risk of homelessness.
- Synchronizing messaging with partner agencies.
- Coordinates with Federal partners, as appropriate, to develop press releases for events and special projects and creates communication products to include strategic communication plans, frequently asked questions (FAQ), talking points and other tools necessary to support communication activities related to homeless issues.
- Coordinates with partner organizations to ensure information posted on their websites about VA homeless programs is timely and accurate.
- Providing Customer Service.
- Responds to requests for information about VA Homeless Programs from the public.
- Directs Veterans who are homeless and at-risk of homelessness to the appropriate VA staff person or office for assistance.

Authorities

P.L. 102-590. Homeless Veterans Comprehensive Service Programs Act of 1992.
38 U.S.C. 101. Veterans' Benefits; General Provisions; Chapter 1; Definitions.
38 U.S.C. 7721. Veterans Benefits Administration; Subchapter II; Quality Assurance.

Office of the Executive Speechwriters

Overview

The Office of the Executive Speechwriters works in direct support of the Secretary of Veterans Affairs, Deputy Secretary, and Chief of Staff to research, write, revise and edit high-quality executive speeches, audio-visual presentations, congressional testimony, opening statements, messages, talking points, video scripts, correspondence and other strategic communications products such as OP-EDs, reports and presentations. Executive Speechwriters research and analyze the audiences to whom these products will be delivered so that department leaders understand their audiences. Executive Speechwriters also teach speechwriting and strategic communications to public affairs specialists from across the country on request and at the OPIA National Training Academy.

Functions and Activities

- Produces high-quality, timely written products and strategic communications products for the Secretary, Deputy Secretary, and Chief of Staff of the Department of Veterans Affairs.

- Conducts and coordinates an audience analysis for each appropriate event to best inform the speakers of who they will be addressing, who is in the audience, and a recommends an approach to best accomplish their goals with each group engaged.

- Shares information among writers, other staff sections and offices within VA to ensure products are coordinated, information is accurate, timely and resources are efficiently managed.

- Shares information to help educate other public affairs specialists and writers throughout VA.

Office of Intergovernmental Affairs

Overview

The Executive Director for Intergovernmental Affairs is responsible for all relations between VA and international, state, county, municipal, and tribal governments. The primary function of the office is to provide strategic advice, guidance, and information about VA to foster and enhance government partnerships. Acts as the liaison between VA and the White House to further the state and local policy. Manages collaboration with Federal, state, county, municipal, tribal, insular and international governments and faith-based leaders. The Executive Director for Intergovernmental Affairs has management oversight of the Office of Tribal Government Relations, the Center for Faith and Opportunity Initiative and the Office of State and Local Government Affairs.

Functions and Activities

- Manages and coordinates VA's relationships with state, county, municipal, tribal and International governments and faith-based leaders.

- Manages the department's relationship with Governor's Offices, state agencies and with municipalities and counties.

- Serves as liaison with the White House Office of Intergovernmental Affairs and with all Federal intergovernmental affairs counterparts.

- Manages VA's International Affairs program.

- Coordinates VA relations with tribal governments and facilitates implementation of VA Tribal Consultation Policy.

Office of State and Local Government Affairs

Overview

Office of State and Local Government Affairs' (SLGA), mission is to manage VA's participation in intergovernmental affairs initiatives, including White House-sponsored policy initiatives and events, as well as, maintain collaboration with VA state and local stakeholders regarding policy and delivery of services in their respective jurisdictions. SLGA serves as the department's liaison in all intergovernmental affairs matters and serves as the primary point of contact with all, state and local government officials. SLGA facilitates government-to-government relations with state and local leaders and VA service delivery units to develop partnerships that enhance access to VA services and benefits for Veterans and their families. The SLGA office additionally is the point of contact for International Affairs requests for program visits and collaboration.

Functions and Activities

- Serves as the VA office of primary responsibility for VA government affairs with states:
- Builds and enhances government partnerships, and communications between VA and Governor's Offices, State Legislatures, State Departments of Veterans Affairs Offices and other state agencies, and the National Guard Adjutant Generals to advance VA policy initiatives and implementation at state and local levels.
- Maintains communications, enhances coordination of policy development with national governmental associations.
- Maintains communications, enhances coordination and proactive outreach with Governor's Offices.
- Maintains communications and enhances coordination with State Directors of Veterans Affairs and the National Association of State Directors of Veterans Affairs (NASDVA) as specified in the VA/NASDVA Memorandum of Agreement (MOA).
- Coordinates VA senior leader interaction with Governors, Mayors, County Supervisors and State Directors of Veterans Affairs.
- Serves as the VA office of primary responsibility to ensure that VHA/VBA/NCA program managers involved with administration and oversight over any state program, grant funding and/or training involving state governments is readily accessible to the end user.
- Serves as the Secretary's liaison with the White House Office of Intergovernmental Affairs as well as all Federal agency IGA counterparts.
- Manages VA's International Affairs Program:
- Oversees diplomatic outreach on behalf of SECVA, and VA senior officials and agencies.

- Coordinates visits by foreign dignitaries with SECVA and other senior VA officials.
- Coordinates with other Federal agencies, such as Department of State and DoD, on all foreign delegations' requests for meetings with national and local VA officials.
- Coordinates SECVA and Deputy Secretary visits to foreign countries.
- Serves as the department's program office for ministerial summit participation.

Authorities

E.O. 12372. Intergovernmental Review of Federal Programs.
E.O. 12160. Providing for Enhancement and Coordination of Federal Consumer Program.

Office of Tribal Government Relations

Overview

The Office of Tribal Government Relations (OTGR) supports VA's efforts to engage in positive government to government relationships with more than 500 tribal governments located in over 30 states. These governmental relationships equip VA to effectively respond to the needs and priorities of Veterans living in Indian Country. Additionally, the agency is informed as it seeks to develop and expand existing partnerships that enhance Veterans and their families' access to services and benefits.

Functions and Activities

- The OTGR ensures VA maintains an open and effective dialogue with American Indian and Alaska Native tribal governments.
- Coordinates VA relations, engagements and activities with tribal governments.
- Establishes partnerships and builds relationships with tribal governments, state governors, legislatures, and Cabinet-level Departments (including Departments of Education, Health and Human Services, Housing and Urban Development, Labor and Interior).
- Conducts proactive outreach to tribal governments to establish and maintain open lines of communications and policy development.
- Coordinates travel and meetings between VA senior leaders and local elected and appointed tribal officials.
- Coordinates and advises VHA leadership involved with administration and implementation of the VA/Indian Health Services (IHS) MOU.
- Coordinates and advises VHA leadership involved with administration and implementation of the VA/IHS/Tribal Health Program Reimbursement Agreement Program.
- Coordinates and advises VBA leadership involved with administration and implementation of the Native American Direct Loan (NADL) Program on trust land.

- Coordinates with NCA leadership involved with administration and oversight of the Veterans Cemetery Grants Program on trust land.
- Facilitates implementation of VA Tribal Consultation Policy:
- Serves as the policy advisor to the Secretary and agency leadership regarding implementation of the formal tribal consultation process necessary when policies and programs under consideration affect Veterans living in Indian Country.
- Develops, in collaboration with VA subject matter experts, issue papers, Federal register notices and tribal consultation communications products.
- Facilitates access and direct communications between tribal leaders who are seeking to have their voices considered and heard by senior VA leadership and officials to have tribal government impact and perspectives considered in rule and policy making.

Authorities

E.O. 13175 VA Tribal Consultation Policy.
Presidential Memorandum on Tribal Consultation, November 2009.
VA Tribal Consultation Policy, February 4, 2011.
VA Tribal Consultation Handbook and Directive 8603.

Center for Faith and Opportunity Initiative

Overview

The Center for Faith and Opportunity Initiative (CFOI) mission is to provide faith-based and community organizations (FBCOs) and stakeholders with an opportunity to collaborate to support the needs of Veterans, their families, Survivors and caregivers. CFOI works with the White House and other Federal agency Faith and Opportunity Directors to support Veterans with the alleviation of poverty; religious liberty; the strengthening of marriage and family; education; solutions for substance abuse and addiction; crime prevention and reduction; prisoner reentry; and health and humanitarian services.

Functions and Activities

- Provides FBCOs with tools and resources about VA programs and services.
- Disseminates to FBCOs a comprehensive community-based Veteran suicide prevention resources and training.
- Connects FBCOs with housing and VA services for homeless Veterans.
- Connects FBCOs with VA programs and services to promote hope, and resilience for Veterans experiencing mental health concerns and/or conditions

Office of Congressional and Legislative Affairs

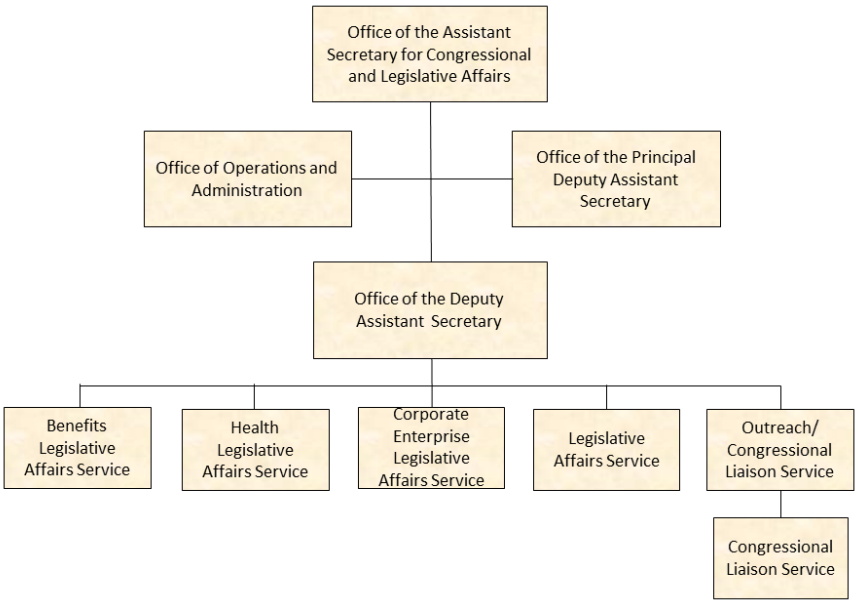

Figure 40 - Office of Congressional and Legislative Affairs

Alternate representation of the Office of Congressional and Legislative Affairs organization chart

Office of the Assistant Secretary for Congressional and Legislative Affairs

Mission

The mission of the Office of the Assistant Secretary for Congressional and Legislative Affairs is to improve the lives of Veterans and their families by advancing pro-Veteran legislation and maintaining responsive and effective communications with Congress.

Overview

OCLA coordinates the Department's activities with Congress. It is the Department's focal point for interactions and engagements with Members of Congress, authorization committees, and personal staff. Additionally, the Office is the Department's liaison with the Government Accountability Office (GAO). The Assistant Secretary advises the Secretary of the Department of Veterans Affairs (VA) and serves as the Department's primary point of contact with Congress. The Assistant Secretary also serves as the principal point of contact between OCLA and the White House Office of Legislative Affairs.

Functions and Activities

- Coordinates VA's relations and activities with Congress:
- Maintains responsive communications with Congress through briefings, hearings, correspondence, reports, site visits, requests for information (RFIs), and other requested services from Members of Congress.

- Develops and executes the Department's legislative strategy and priorities and champions them before Congress.
- Leads the preparation of and manages the Department's participation in congressional hearings, briefings, and accompanies VA personnel in meetings with Members of Congress, congressional committees, or staff.
- Coordinates the development of pro-Veteran legislation, requests for views and technical support of the Department on pending or proposed legislation to benefit Veterans and improve the operations and efficiency of the Department.
- Manages the Department's Title 38 U.S.C. Congressionally Mandated Reports (CMR) process and transmits those reports to Congress. These reports do not include reports mandated by appropriations acts.
- Assists in the review of request from the Office of Management and Budget (OMB) for comments on pending legislation, testimony, draft Statements of Administration Policy, or other material for which OMB requests VA review.
- Coordinates responses to Congressional Budget Office (CBO) requests.
- Advises VA senior leadership, in coordination with program office and legal staff, on legislative matters.
- Provides congressional liaison support to Members of Congress and staff.
- Maintains liaison offices in Senate and House office buildings.
- Receives and processes member requests for assistance with constituent and policy inquiries.
- Receives, resolves, and responds to Veteran case inquiries from congressional offices.
- Serves as the Department's liaison with the Government Accountability Office (GAO), monitoring GAO activities affecting VA and Veterans and notifying the Department of all GAO engagements.
- Prepares responses to GAO draft and final reports, and ensures responses are provided to GAO in a timely manner and keeps VA leadership appraised of GAO recommended implementations.
- Oversees the Congressional Fellowship Program which provides opportunities for VA employees to learn the workings of the legislative branch and capitalize on the experience gained.

Authorities

38 U.S.C. Part I, Chapter 3. Veterans Benefits; Department of Veterans Affairs.
VA Handbook 8003. Congressional Fellowship Program for VA Employees.
VA Directive 8100. Guidance Relating to Congressional Relations Activities.
VA Directive 8603. Consultation and Communication with Federally-Recognized Indian Tribes.
VA Handbook 8603. Consultation and Communication with Federally-Recognized Indian Tribes.

Principal Deputy Assistant Secretary

Overview

The Principal Deputy Assistant Secretary (PDAS) assists the Assistant Secretary in executing the mission and functions of OCLA. The PDAS directly oversees the Director of Operations and Administration.

Functions and Activities

- Develops and executes the Office's Strategic Plan.
- Establishes goals, objectives, and priorities for the Director of Operations and Administration.
- Supervises the Director of Operations and Administration.
- Ensures effective and responsive communications with Congress.
- Provides advice and support to VA personnel involved in interactions and engagements with Congress.
- Develops legislative priorities.

Authorities

38 U.S.C. Part I, Chapter 3. Veterans Benefits; Department of Veterans Affairs.

Executive Assistant/Director of Operations and Administration

Overview

The Executive Assistant/Director of Operations and Administration manages the day-to-day activities of OCLA's operations and administrative staff. The Director provides overall administrative management of the organization to include budget formulation and execution; and directs the personnel management program for the organization by overseeing the full range of human resources requirements.

Functions and Activities

- Provides the Assistant Secretary with objective, independent assessments and recommendations regarding policy, initiatives, and program issues requiring the Assistant Secretary's decision and action.
- Provides readiness support for the front office management and operational continuity throughout the organization.
- Provides assessment, recommendations, and assistance to the Assistant Secretary, the PDAS, and the Deputy Assistant Secretary, in all phases of administration and management.
- Performs and oversees special studies and projects for the Assistant Secretary.
- Oversees completion of assignments from the Office of the Secretary VA and other internal VA offices.

- Oversees the day-to-day activities of administrative staff assigned to OCLA.
- Develops and manages the office budget.
- Provides oversight and management of the VA Congressional Fellowship Program in accordance with VA Directive 8003.

Authorities
38 U.S.C. Part I, Chapter 3. Veterans Benefits; Department of Veterans Affairs.

Deputy Assistant Secretary

Overview
The Deputy Assistant Secretary (DAS) provides oversight to five directorates: Veterans Benefits Legislative Affairs Service; Veterans Health Legislative Affairs Service; Corporate Enterprise Legislative Affairs Service; Legislative Affairs Service; and Congressional Outreach and Congressional Liaison Service.

Functions and Activities
- Develops and executes the Office's Strategic Plan.
- Establishes goals, objectives, and priorities for the five directorates.
- Supervises the Directors of the five directorates.
- Ensures effective and responsive communications with Congress.
- Provides advice and support to VA personnel involved in interactions and engagements with Congress.
- Develops legislative priorities.

Authorities
38 U.S.C. Part I, Chapter 3. Veterans Benefits; Department of Veterans Affairs.

Veterans Benefits Legislative Affairs Service

Overview
The Veterans Benefits Legislative Affairs Service maintains liaison activities between VA and its congressional oversight committees regarding all Veterans Benefits Administration issues.

Functions and Activities
- Develops and executes the Office's Strategic Plan.
- Establishes goals, objectives, and priorities for the Benefits Legislative Affairs Service.
- Supervises the Benefits Legislative Affairs Service team.

- Ensures effective and responsive communications with Congress.
- Provides advice and support to VA personnel involved in interactions and engagements with Congress.
- Plans and executes proactive briefings to Veteran-focused congressional committees.
- Encourages and facilitates relationship building with congressional and intradepartmental staff concerning Veterans benefits activities and initiatives.
- Obtains information from Congress to assist the Department in preparing for congressional engagements.
- Advises, prepares, and accompanies VA personnel in meetings with congressional committees, staff, and Members of Congress.
- Tracks, monitors, and responds to congressional committees or staff inquires, RFIs and briefing requests.
- Plans, supports, and accompanies Members of Congress and committee staff on approved travel.
- Ensures VA subject matter experts (SMEs) are prepared to provide briefings to Members of Congress, committee and personal staff.
- Coordinates hearings and prepares senior VA officials to testify before Congress.
- Reviews and manages hearing transcripts and questions for the record (QFRs).
- Provides liaison services between senior Department officials on VA programs, policies, and legislation affecting the Department and VA's message to congressional committees identifying key points and risk areas.
- Coordinates issues crossing service boundaries.

Authorities

38 U.S.C. Part I, Chapter 3. Veterans Benefits; Department of Veterans Affairs.

Veterans Health Legislative Affairs Service

Overview

The Veterans Health Legislative Affairs Service maintains liaison activities between VA and its congressional oversight committees regarding all Veterans Health Administration issues.

Functions and Activities

- Develops and executes the Office’s Strategic Plan.
- Establishes goals, objectives, and priorities for the Health Legislative Affairs Service.

- Supervises the Health Legislative Affairs Service team.
- Ensures effective and responsive communications with Congress.
- Provides advice and support to VA personnel in support of all interactions and engagements with Congress.
- Plans and executes proactive briefings to Veteran-focused congressional committees.
- Encourages and facilitates relationship building with congressional and intradepartmental staff concerning Veterans health activities and initiatives.
- Obtains information from Congress to assist the Department in preparing for congressional engagements.
- Advises, prepares, and accompanies VA personnel in meetings with congressional committees, staff, and Members of Congress.
- Tracks, monitors and responds to congressional committees or staff inquires, RFIs and briefings.
- Plans, supports, and accompanies Members of Congress and committee staff on approved travel.
- Ensures VA SMEs are prepared to provide briefings to Members of Congress, committee and personal staff.
- Coordinates hearings and prepares senior VA officials to testify before Congress.
- Reviews and manages hearing transcripts and QFRs.
- Provides liaison services between senior Department officials on VA programs, policies, and legislation affecting the Department and VA's message to congressional committees identifying key points and risk areas.
- Coordinates issues crossing service boundaries.

Authorities

38 U.S.C. Part I, Chapter 3. Veterans Benefits; Department of Veterans Affairs.

Corporate Enterprise Legislative Affairs Service

Overview

The Corporate Enterprise Legislative Affairs Service maintains liaison activities between VA and its congressional oversight committees regarding all issues related to: VA Construction; Department of Defense (DoD)/VA collaboration; Joint Executive Committee (JEC); financial management; contracting; acquisitions; small business; information technology; Electronic Health Record Modernization (EHRM); personal information security; Office of Operations Security and Preparedness; Human Resources and Administration; the Office of Accountability and Whistleblower Protection; Minority Veterans; and the

Center for Women Veterans. The Director also serves as the Department's liaison with the GAO and monitors GAO activities affecting VA and Veterans.

Functions and Activities

- Develops and executes the Office's Strategic Plan.
- Establishes goals, objectives, and priorities for the Corporate Enterprise Legislative Affairs Service.
- Supervises the Corporate Enterprise Legislative Affairs Service team.
- Ensures effective and responsive communications with Congress.
- Provides advice and support to VA personnel involved in interactions and engagements with Congress.
- Plans and executes proactive briefings to Veteran-focused congressional committees.
- Encourages and facilitates relationship building with congressional and intradepartmental staff concerning Veterans activities and initiatives.
- Obtains information from Congress to assist the Department in preparing for congressional engagements.
- Advises, prepares, and accompanies VA personnel in meetings with congressional committees, staff, and Members of Congress.
- Responds to congressional committees or staff inquires and RFIs.
- Plans, supports, and accompanies Members of Congress and committee staff on approved travel.
- Prepares senior VA officials to testify before Congress.
- Reviews hearing transcripts and coordinates VA responses to hearing QFRs.
- Provides liaison services between senior Department officials on VA programs, policies, and legislation affecting the Department and VA's message to congressional committees identifying key points and risk areas.
- Tracks, monitors, and delivers all RFIs and briefings.
- Coordinates hearings and witness preparation.
- Coordinates issues crossing service boundaries.
- Service as the Department's liaison with GAO, monitoring GAO activities affecting VA and Veterans.

- Notifies the Department of all GAO engagements and keeps VA leadership apprised of GAO recommendation implementations.

- Prepares responses to GAO draft and final reports, and ensures that responses to GAO are provided in a timely manner.

Authorities
38 U.S.C. Part I, Chapter 3. Veterans Benefits; Department of Veterans Affairs.

Legislative Affairs Service

Overview
The Legislative Affairs Service coordinates, develops and continuously monitors the Department's legislative priorities. The Director also tracks and transmits CMRs; monitors and engages on Veteran-related legislation pending in Congress and provides support for: Legislative hearings, technical assistance on the Department's legislative priorities and pending legislation before Congress; requests from the CBO; and requests from the OMB.

Functions and Activities
- Assists in the development and execution of those parts of the Office's Strategic Plan that relate to legislative matters.

- Establishes goals, objectives, and priorities for the Legislative Affairs Service.

- Supervises the Legislative Affairs Service team.

- Ensures effective and responsive communications with Congress regarding legislative matters.

- Provides advice and support to VA personnel involved in legislative interactions and engagements with Congress.

- Plans and executes proactive briefings to Veteran-focused congressional committees on legislative matters.

- Encourages and facilitates relationship building with congressional and intradepartmental staff concerning legislative matters.

- Obtains information from Congress to assist the Department in preparing for congressional engagements regarding legislation.

- Advises, prepares, and accompanies VA personnel in meetings with congressional committees, staff, and Members of Congress on legislative matters.

- Responds to congressional committees or staff inquires and RFIs regarding legislation.

- Plans, supports, and accompanies Members of Congress and committee staff on approved travel when relevant to legislation.

- Prepares senior VA officials to testify before Congress on hearings relating to legislation.
- Reviews legislative hearing transcripts and coordinates VA's responses to hearing QFRs.
- Provides liaison services between senior Department officials on VA legislative priorities and other legislation affecting the Department, as well as VA's message to congressional committees identifying key points and risk areas regarding legislation.
- Tracks, monitors, and delivers all technical assistance requests, and RFIs and briefings relating to legislation.
- Coordinates hearings and witness preparation for legislative hearings.
- Coordinates issues crossing service boundaries.

Authorities

38 U.S.C. Part I, Chapter 3. Veterans Benefits; Department of Veterans Affairs.

Congressional Outreach and Congressional Liaison Service

Overview

The Congressional Outreach and Congressional Liaison Service is responsible for maintaining liaison activities between VA and Congress. The Director guides the development, documentation, establishment and implementation of policies, guidelines and procedures for congressional liaison representatives in conducting congressional outreach, policy and constituent service support. The Director ensures members of Congress and their staff are provided with accurate and timely responses to policy and constituent inquires. The Director also monitors the flow of executive correspondence through the drafting and concurrence process.

Functions and Activities

- Develops and executes the Office's Strategic Plan.
- Establishes goals, objectives, and priorities for the Congressional Outreach and Congressional Liaison Service.
- Supervises the Congressional Outreach and Congressional Liaison Service teams.
- Ensures effective and responsive communications with Congress.
- Provides advice and support to VA personnel involved in interactions and engagements with Congress.
- Encourages and facilitates relationship building with congressional and intradepartmental staff concerning Veterans activities and initiatives.
- Obtains information from Congress to assist the Department in preparing for congressional engagements.

- Advises, prepares, and accompanies VA personnel in meetings with congressional committees, staff, and Members of Congress.
- Responds to congressional committees or staff inquires and RFIs.
- Plans, supports, and accompanies Members of Congress and committee staff on approved travel.
- Provides liaison services between senior Department officials on VA programs, policies, and legislation affecting the Department and VA's message to congressional committees identifying key points and risk areas.
- Ensures effective and responsive communications with Congress through responses to congressional inquiries, RFIs, executive correspondence and concurrence actions.
- Plans and executes proactive briefings to Members of Congress not on Veteran-focused congressional committees.
- Obtains information from Congress to assist the Department in preparing for congressional engagements.
- Advises, prepares, and accompanies VA personnel in meetings with Members of Congress.
- Coordinates VA’s message to Congress, identifying key points and risk areas.
- Provides congressional liaison support to Members of Congress and staff and provides administrative and operational support for Departmental activities on Capitol Hill.
- Manages the Congressional Liaison Service on Capitol Hill with offices in Senate and House office buildings.
- Receives, processes, and resolves Member requests for assistance with constituent and policy inquiries and responds to Veteran case inquiries from congressional staffers in Washington, DC, and district offices.
- Provides advanced notifications for Secretary VA, Deputy Secretary VA, and VA Chief of Staff travel.

Authorities

38 U.S.C. Part I, Chapter 3. Veterans Benefits; Department of Veterans Affairs.

Appendix A: List of Acronyms

LIST OF ACRONYMS

Term	Definition
AE	Architecture and Engineering
A-19	OMB Legislative Coordination and Clearance Circular
AAD	Asset Accountability Division
AAR	After Action Report
AARP	American Association of Retired Persons
ABS	Acquisition Business Service
ACA	Affordable Care Act
ACM	Acquisition Career Manager
ACMO	Advisory Committee Management Office
ACMV	Advisory Committee on Minority Veterans
ACR	American College of Radiology
ACUP	VHA Animal Care and Use Programs
ACWV	Advisory Committee on Women Veterans
ADHC	Adult Day Health Care
ADR	Alternative Dispute Resolution
ADUSH	Assistant Deputy Under Secretary for Health
ADSM	Active Duty Service Member
ADR	Alternative Dispute Resolution
AES	All Employee Survey
AFR	Agency Financial Report
AGC	Assistant General Counsel
AHCMS	Acquisition Human Capital Management Services
AHCP	Acquisition Human Capital plan
AI/AN	American Indian/Alaska Native
AIM	Access and Identity Management
AIS	Office of Acquisition Internship School
ALAC	Administrative and Loan Accounting Center
ALS	Amyotrophic Lateral Sclerosis
AMC	Appeals Management Center
AMSUS	Association of Military Surgeons of the United States
AN-98	Home Health Services Program
AO	OIT CIO Action Officer (AO) Branch
APG	Agency Priority Goal required by the Government Performance and Results Act Modernization Act of 2010
APRN	Advanced Practice Registered Nurse
ARC	VHA Allocation Resource Center
ARCC	VHA Audit, Risk and Compliance Committee
ARCH	Project Access Received Closer to Home
ASD	Architecture, Strategy and Design
ATR	Active threat response
AWPA	Alternative Workplace Arrangement/Agreement (telework)
BA	Budget Authority
AWS	Alternative Work Schedule
BAS	Benefits Assistance Service

BASIC	Bio-Surveillance Anti-Microbial Stewardship and Infection Control
BCI	Brain-computer interface
BEC	Benefits Executive Council
BFAD	Benefits Financial Assurance Division
BIC	VHA Office of Business Integrity and Compliance
BIM	Building Information Modeling
BIO	Business Intelligence Office
BIRLS	Beneficiary Identification and Records Locator Subsystem database
BMS	VHA Bed Management Solution
BOA	VHA Business Operations and Administration
BOC	Budget Object Codes
BOP	IT Budget Operating Plan
BOSS	Burial Operations Support System
BPR	Business Process Reengineering
BPRO	Business Process Reengineering Office
BPS	Benefits Product Support
BSM	Business Systems Management Office
BT	Beneficiary Travel program
BTT	IT Budget Tracking Tool
BVA	Board of Veterans' Appeals
C&P	Compensation and Pension
CAA	Clean Air Act of 1970, as amended
CAATS	Centralized Administrative Accounting Transaction System
C-ADHC	Community Adult Day Health Care
CAI	Center for Acquisition Innovation
CAI	Capital Asset Inventory
CAO	Chief Acquisition Officer
CAN	Care Assessment Needs
CAP	Corrective Action Plans
CARA	Comprehensive Addiction and Recovery Act
CARF	Commission on Accreditation of Rehabilitation Facilities
CART	Clinical Assessment Reporting and Tracking
CBA	Collective Bargaining Agreement
CAVCLG	Court of Appeals for Veterans Claims Litigation Group
CAVC	Court of Appeals for Veterans Claims
CBI	VHA Office of Compliance and Business Integrity
CBOC	Community Based Outpatient Clinic
CBSO	Clinical Business System Office
CDC	Centers for Disease Control and Prevention
CDI	Customer Data Information
CDW	Corporate Data Warehouse
CEDB	Corporate Employee Development Board
CEMP	Comprehensive Emergency Management Program
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act of 1980
CEOSH	VHA Center for Engineering and Occupational Safety and Health
CFBNP	Center for Faith-based and Neighborhood Partnerships
CFM	Construction, Facilities and Management
CFO	Chief Financial Officer

CFR	Code of Federal Regulations
CGE	Concur Government Edition
CHAMPVA	Civilian Health and Medical Program of VA
CHCO	Chief Human Capital Officer
CHGB	Connected Health Governance Board
CHO	Connected Health Office
CHTW	Coming Home to Work Program
CI	Office of Clinical Integration
CIA	Central Intelligence Agency
CIO	Chief Information Officer
CKMS	Congressional Knowledge Management System
CLC	Community Living Center
CLFMP	Camp Lejeune Family Member Program
CLP	Continuous Learning Points
CM&SWS	Care Management and Social Work Services
CMOP	VA Consolidated Mail Outpatient Pharmacy
CMS	Centers for Medicare and Medicaid Services
CMS	Card Management System
CMV	Center for Minority Veterans
CNH	Community Nursing Homes
CNO	VHA Chief Nursing Officer
CNS	Clinical Nurse Specialist
CoE	Center of Excellence
COHRS	Central Office Human Resources Service
COMSEC	Communications Security
COOP	Continuity of Operations Plan
COPD	Chronic Obstructive Pulmonary Disease
CORK	Conference Oversight and Reporting Knowledgebase
COS	Chief of Staff
COSVA	Chief of Staff of Veterans Affairs
COR	Contracting Officer Representative
COTS	Claim scrubbing software for proper payment.
CP	Compensation and Pension
CPAC	Consolidated Patient Account Centers
CPES	Claims Processing and Eligibility System
CPG	VHA Evidence-Based Clinical Practice Guidelines Program
CPPO	Clinical Pharmacy Program Office
CPR	Comprehensive Program Reviews
CREW	VA Civility, Respect and Engagement in the Workforce initiative
CROW	Comprehensive Research Oversight Workgroup
CRISP	Continuous Readiness in Information Security Program
CRNA	Certified Registered Nurse Anesthetist
CSDE	Office of Clinical Systems Development and Evaluation
CSEMO	Corporate Senior Executive Management Office
CSI	Clinical Specific Initiatives
CSM	Central Business Office (CBO) Systems Management
CSO	Caregiver Support Office
CSR	Continuous Readiness Program

CSRT	VHA Client Services Response Team
CTRO	Corporate Travel Management and Reporting Office
CWA	Clean Water Act of 1977
CWINRS	Automated case management system supporting the VRE program.
CWV	Center for Women Veterans
CWVV	Children of Women Vietnam Veterans Health Care Program
DAEO	Designated Agency Ethics Official
DAIC	Department of Audits and Internal Controls
DAS	Deputy Assistant Secretary
DASHO	Designated Agency Safety and Health Office
DATA Act	Digital Accountability and Transparency Act of 2014
DBQ	Disability Benefits Questionnaire
DCC	District Chief Counsel
DCDM	Document Control and Data Management Department
DCID	Director of Central Intelligence Directives
DCIO	Deputy Chief Information Officer
DCSD	Data Center Support Division
DEAN	Deputy Under Secretary for Health for Discovery, Education and Affiliate Networks
DEERS	DoD's Defense Enrollment Eligibility Reporting System
DEMOB	Interagency Health Affairs Demobilization Program
DEPSECVA	Deputy Secretary of Veterans Affairs
DERG	Devolution Emergency Relocation Group
DFAR	Defense Federal Acquisition Regulations
DFAS	Defense Finance and Accounting Service
DGA	Data Governance and Analysis
DGC	Deputy General Counsel
DHS	Department of Homeland Security
DIC	Dependency Indemnity Compensation
DM&EEO	VBA Office of Diversity Management and Equal Employment Opportunity
DMA	VHA Office of Disability and Medical Assessment Program
DMC	Debt Management Center
DoD	Department of Defense
DOD HA	Department of Defense Health Affairs
DOD/VAIPO	DoD/VA Interagency Program Office
DOJ	Department of Justice
DOT	Department of Transportation
DQS	Data Quality Service
DSS	Decision Support System
DUSHCC	Deputy Under Secretary for Health for Care in the Community
DUSHOE	Deputy Under Secretary for Health for Organizational Excellence
DUSHOM	Deputy Under Secretary for Health for Operations and Management
DUSHPS	Deputy Under Secretary for Health Policy and Services
DV/IPV	VHA Domestic Violence and Intimate Partner Violence program
DVAAP	Disabled Veterans Affirmative Action Program
DVC	Deputy Vice Chairman
E2ERM	VA End-to-End Requirements Methodology
EA	Enterprise Architecture
EAC	Enterprise Architecture Council

EAP	Employee Assistance Program
EBP	Evidence-Based Practice
EBPWG	VHA Evidence-Based Practice Working Group
ECF	Executive Career Field
eCMS	VA's Electronic Contract Management System
ECOE	Epilepsy Centers of Excellence
ECST	Enterprise Cybersecurity Strategy Team
EDI	Electronic Data Interchange
EDIS	Emergency Department Integration Software
EDM	Executive Decision Memorandum
EDVOC	Educational Vocational Fund.
EDW	Enterprise Data Warehouse
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EES	Employee Education System
EEV	Eligibility, Enrollment, and Verification (EEV) Departments
EHCPM	VA Enrollee Health Care Projection Model
eHMP	Enterprise Health Management Platform
EHR	Electronic Health Record
E.O.	Executive Order
E.O.	Presidential Executive Order
E.O.	Enterprise Operations
E.O.**B**	Emblems of Belief
EPA	Environmental Protection Agency
EPCRA	Emergency Planning and Community Right-to-Know Act of 1986
ePMO	Enterprise Program Management Office
EPRP	External Peer Review Program
EPS	Environmental Programs Service
EPSS	VR&E Electronic Performance Support System
ERG	Emergency Relocation Group
ERM	VHA Office of Enterprise Risk Management
ESA	Essential Supporting Activities
ERP	Enterprise Resource Planning
ESC	Executive Synchronization Committee
ESE	Enterprise Systems Engineering
ESF	Emergency Support Functions
ESI	Electronically Stored Information
ESP	Evidence-based Synthesis Program
EST	Ethics Specialty Team
ETS1	E-Gov Travel Service 1
ETS2	E-Gov Travel Service 2
EUL	Enhanced Use Lease Program
FAI	Federal Acquisition Institute
FA	Field Assistance Unit
FAC	Facility Acquisition Center
FAC-C	Federal Acquisition Certification - Contracting
FAC-COR	Federal Acquisition Certification - Contracting Officer's Representative
FAC-P/PM	Federal Acquisition Certification - Program and Project Management

FAR	Federal Acquisition Regulation
FAR/VAAR	Federal Acquisition Regulation/VA Acquisition Regulation
FARA	Federal Acquisition Reform Act of 1996
FAS	Financial Accounting Service
FASA	Federal Acquisition Streamlining Act of 1995
FBCS	Fee Basis Claims Systems
FBO	VHA Finance and Business Operations
FCA	Facilities Condition Assessment
FCEA	Food, Conservation and Energy Act of 2008
FCMT	Federal Case Management Tool
FedRAMP	Federal Risk and Authorization Management Program
FEMA	Federal Emergency Management Agency
FEORP	Federal Equal Opportunity Recruitment Programs
FFO	Franchise Fund Oversight Office
FFRDC	Federally Funded Research and Development Center
FHA	Federal Health Architecture
FHS	Financial Healthcare Service
FHTP	Federal Healthcare Training Partnership, a partnership of Federal agencies that have a clinical training mission.
FICAM	Federal Identity, Credential, and Access Management
FIPS	Federal Information Processing Standard
FISMA	Federal Information Security Management Act
FIT	Financial Innovation and Transformation initiative
FLETA	Federal Law Enforcement Training Accreditation
FLRA	Federal Labor Relations Authority
FMBTS	Financial Management Business Transformation Service
FMFIA	Federal Managers Financial Integrity Act
FMLA	Family Medical Leave Act
FMP	Foreign Medical Program
FMR	Federal Management Regulation
FMS	Financial Management System
FMS	VA legacy financial system
FNOD	First Notice of Death
FOH	Federal Occupational Health
FOIA	Freedom of Information Act
FOM	VA Functional Organization Manual
FOS	Financial Operations Service
FPIAR	Financial Process Improvement and Audit Readiness
FPMR	Federal Property Management Regulations
FPMS	IT Financial Planning and Management Service
FPS	Federal Protective Services
FRC	Federal Recovery Coordinators
FRCP	Federal Recovery Coordination Program
FROS	Future Business State Support Division
FRPC	Federal Real Property Council
FSC	Financial Services Center
FSIP	Federal Service Impasses Panel
FSRIA	Farm Security and Rural Investment act of 2002

FSS	Field Security Service
FTF	Freeze the Footprint
FWA	Fraud, Waste, and Abuse
GAGAS	Generally Accepted Government Auditing Standards
GAO	Government Accountability Office
GDR	Ground Defense and Recovery
GEAR	Goals Engagement Accountability Results program
GEC	Office of Geriatric and Extended Care Operations
GEM	Geriatric Evaluation and Management
GEMS	VHA Green Environmental Management Systems
GenISIS	Genomic Information System for Integrative Service
GERIPACT	Geriatric Patient-Aligned Care Team
GETS	Government Emergency Telecommunications Services
GIS	Geographic Information Systems
GMRA	Government Management Reform Act of 1994
GOAL	VHA Office of GAO-OIG Accountability Liaison
GOE	General Operating Expense
GPO	Government Printing Office
GPRA	Government Performance and Results Act
GPRAMA	Government Performance and Results Act Modernization Act of 2010
GRECC	Geriatric Research, Education and Clinical Centers
GSA	General Services Administration
GSAR	General Services Administration Regulations
GTAS	Government-wide Treasury Account Symbol Adjusted Trial Balance System
HACU	Hispanic Association of Colleges and Universities.
HAI	Health Care-Associated Infections
HAIISS	Healthcare Associated Infections and Influenza Surveillance System
HARB	Health Architecture Review Board
HBPC	Home-based Primary Care
HC	Human Capital
HCC	Health Care Center
HCA	Head of Contracting Activity
HCFAD	Health Care Financial Assurance Division
HCIP	Human Capital Investment Plan
HCR	Health Care Reimbursement (HCR) Department
HCV	hepatitis C
HEC	Health Eligibility Center
HEC	Health Executive Council
Hey VA	"Hey VA" is a brief message intended for all VA employees, distributed daily through various VA intranet sites, VistA, and VA email networks.
HF	High Frequency
HHS	Department of Health and Human Services
HI	VHA Health Informatics
HIG	Health Information Governance
HIPAA	Health Insurance Portability and Accountability Act of 1996
HISD	Health Information Security Division
HIT	Health Information Technology
HIV	Human Immunodeficiency Virus

HLTI	Healthcare Leadership Talent Institute
HM/HHA	Homemaker/Home Health Aide
HMP	Health Management Platform
HPE	Health Professions Education
HPP	Harassment Prevention Program
HPS	Health Product Support
HQ	Headquarters
HR	Human Resource
HR&A	Human Resources and Administration
HR&SS	Human Resources and Staffing Services
HRC	Health Resource Center
HRC	Human Resources Center
HRGT	Highly Rural Transportation Grants program
HRL	Human Resources Liaison
HRMO	VHA Healthcare Retention and Marketing Office
HRPP	VHA Human Research Protection Programs
HSIPC	VHA Health Systems Innovation Planning and Coordination
HSPD	Homeland Security Presidential Directive
HSPD 12	Homeland Security Presidential Directive 12: Policy for a Common Identification Standard for Federal Employees and Contractors
HSPD 20	Homeland Security Presidential Directive 51: National Continuity Policy.
HSPD 5	Homeland Security Presidential Directive 5: Management of Domestic Incidents
HSPD 7	Homeland Security Presidential Directive 7: Critical Infrastructure Identification, Prioritization, and Protection
HTM	Healthcare Talent Management
HTM	Healthcare Technology Management
HTME	High-tech Medical Equipment
HUD	U.S. Department of Housing and Urban Development
IAM	Enterprise Identity and Access Management
IC	Intelligence Community
IC3	Interagency Care Coordination Committee
ICA	Import Compliance Administrators
ICAM	Identity, Credential, and Access Management
ICARE	VA's Core Values
ICBC	Interagency Care and Benefits Coordination
ICD	ISO Consultation Division
ICD	Intelligence Community Directives
ICD-10	International Classification of Diseases version 10
ICIB	Interagency Clinical Informatics Board
ICS	Improvement and Compliance Service
IDA	VHA Office of Informatics and Data Analytics
IDES	Integrated Disability Evaluation System
iEHR	Interoperable Electronic Health Record
iFAMS	Integrated Financial and Acquisition Management System
IFMVM	Identity Fraud Monitoring, Verification and Mitigation
IFO	Integrated Flow Optimization
IG	Inspector General
IGA	Office of Intergovernmental Affairs

IHA	VHA Office of Interagency Health Affairs
IHS	Indian Health Service
IHCC	Integrated Health Coordinating Center
IHSC	Immigration and Customs Enforcement Health Service Corps
IOC	Integrated Operations Center
IOM	Integrated Operating Model
IOM	Institute of Medicine
IP	Intellectual Property
IPERA	Improper Payment Elimination and Recovery Act
IPRO	Improper Payments Remediation Office
IPO	Interagency Program Office (IPO)
IPT	Integrated Project Teams
IRB	VA Central Institutional Review Board
IRIS	Inquiry Routing and Information System
IRM	Information Resource Management
IRR	Individual Ready Reserve (IRR) Musters Program
ISO	International Organization for Standardization
ISO-9001	A benchmark for quality management
ISP	Interim Staffing Program
ITARS	IT Acquisition Requirements System
ITC	Information Technology Center
ITRM	Information Technology Resource Management
ITSM	IT Service Management
ITSS	Information Technology Support Service
ITWD	IT Workforce Development
IV&V	Independent Verification and Validation
JEC	Joint Executive Council
JIF	Joint Incentive Fund
JSP	Joint Strategic Plan
JV	Joint Ventures
KM&CS	Knowledge Management and Communications Service
KMP	VR&E Knowledge Management Portal
LACS	Logical Access Control Systems
LAPP	Lender Appraisal Processing Program
LCCE	Life Cycle Cost Estimate
LETC	Law Enforcement Training Center
LGBT	Lesbian, Gay, Bisexual, and Transgender
LGY	Loan Guaranty Service
LMR	Labor-Management Relations
LNO	Library Network Office
LOT	VHA Learning Organization Transformation
LSS	Logistics Support Service
LTSS	Long Term Services and Supports
LVA	Leadership VA
M21-4	VBA Manpower control and utilization procedural manual
M22-4SAH	VBA Education procedures manual
M28	VBA Vocational Rehabilitation and Employment Procedures Manual
MAC	Medicare Administrative Contractors

MAO	Medical Advisory Opinions
MBM	Meds by Mail
MCAO	Managerial Cost Accounting Office
MCCF	Medical Care Collection Fund
MEF	Mission Essential Function
MFH	Medical Foster Home
MHHI	VHA Mental Health Hiring Initiative
MHS	Mental Health Services
MinX	Management Information Exchange
MIRECC	Mental Illness Education, Research and Clinical Centers
MOA	**Memorandum of Agreement**
MISSION	Maintaining Internal Systems and Strengthening Integrated Outside Networks Act
MOCHA	Medication Order Check Healthcare Application.
MOU	Memorandum of Understanding
MOVE!	A program of the National Center for Health Promotion and Disease Prevention
MPA	Management, Planning & Analysis
MPR	Monthly Performance Review
MQAS	Management Quality Assurance Service
MRS	VHA Management Review Service
MSC	Military Service Coordinators
MSCOE	Multiple Sclerosis Centers of Excellence
MSN	Memorial Services Network
MSO	Medical Sharing Office
MSO	Managed Service Offering
MTTMSPB	Merit Systems Protection Board
MVC	Mobile Training Team Vet Center
MVI	Master Veteran Index
MVP	Minority Veteran Program Coordinator
MVPC	Minority Veteran Program Coordinator
NAC	Office of National Acquisition Center
NADL	Native American Direct Loan
NAO	National Activations Office
NARA	National Archives and Records Administration
NASDVA	National Association of State Directors of Veterans Affairs
NCA	National Cemetery Administration
NCA CFO	NCA Chief Financial Officer
NCA COS	NCA Chief of Staff
NCA IOC	NCA Integrated Operations Center
NCA OAI	NCA Organizational Assessment and Improvement Program
NCA WO	NCA Watch Officer
NCEHC	National Center for Ethics in Health Care
NCOD	National Center for Organization Development
NCP	National Center for Health Promotion and Disease Prevention
NCPIP	National Continuity Policy Implementation Plan
NCPS	National Center for Patient Safety
NCR	National Capitol Region
NCSD	National Communications System Directive
NCVAS	National Center for Veterans Analysis and Statistics

NDAA	National Defense Authorization Act
NDCO	National Data Center Operations
NDMS	National Disaster Medical System
NDS	National Data Systems (NDS): Functions as the central program for managing and tracking all VHA data access requests
NEMA	National Electrical Manufacturers Association
NEPA	National Environmental Policy Act
NFPA	National Fire Protection Association
NFS	Nutrition and Food Services
NFTS	National Finance Training Strategy
NGO	Non-Governmental Organization
NHPA	National Historic Preservation Act of 1966
NHPP	National Health Physics Program
NIDS	National Infectious Diseases Service
NIST	National Institute of Standards and Technology
NITTF	National Insider Threat Task Force
NLC	National Leadership Council
NLVEC	National Leadership Veteran Experience Committee
NNPO	National Non-VA Medical Care Program Office
NP	Nurse Practitioner
NPDB	National Practitioner Data Bank
NPG	National Practice Group
NRC	Nuclear Regulatory Commission
NRF	National Response Framework
NRM	Non-Recurring Maintenance
NRP	VHA National Recruitment Program
NSD	National Service Desk
NS/EP	National Security/Emergency Preparedness
NSLI	National Service Life Insurance
NSO	National Surgery Office
NSOC	VA Network Security Operations Center
NSPD	National Security Presidential Directive
NSPD 51	National Security Presidential Directive 51: National Continuity Policy.
NTA	VA National IT Training Academy
NUMI	National Utilization Management Solution
NVCC	Non-VA Medical Care Coordination
NVCSO	Non-VA Care Support Office
NVSP&SE	National Veterans Sports Programs & Special Events
O2REG	OGC Office of Regulation Policy and Management
OA	VBA Office of Acquisition
OAA	VHA Office of Academic Affiliations
OAEM	Office of Asset Enterprise Management
OAL	Office of Acquisition and Logistics
OALC	Office of Acquisition, Logistics and Construction
OAOOPAL	Office of Acquisition Operation -Procurement, Acquisition and Logistics
OAWP	Office of Accountability and Whistleblower Protection
OBC	Office of Business Continuity
OBO	Office of Business Oversight

OBPI	Office of Business Process Integration
OC	Oleoresin Capsicum (pepper spray)
OCAMES	VHA Office of Capital Asset Management and Engineering
OCC	VHA Office of the ADUSH for Community Care
OCC	VHA Office of Connected Care
OCFM	Office of Construction, Facilities and Management
OCLA	Office of Congressional and Legislative Affairs
OCM	Organizational Change Management
OCR	Optical Character Recognition scanning and verification
OCR	Optical Character Recognition
OCS	Office of Cyber Security
ODA	Office of Disability Assistance
ODI	Office of Diversity and Inclusion
ODNI	Office of the Director of National Intelligence
OEDCA	Office of Employment Discrimination Complaint Adjudication
ROEMROEF	Operation Enduring Freedom
OEM	Office of Emergency Management and Resilience
OEO	Office of Economic Opportunity
OERM	Office of Enterprise Risk Management
OESS	Office of Enterprise Support Services
OF	Office of Finance
OFBO	Office of Financial Business Operations
OFO	Office of Field Operations
OFP	Office of Financial Policy
OFPIAR	Office of Financial Process Improvement and Audit Readiness
OFPP	Office of Federal Procurement Policy
OGA	Other Government Agencies
OGC	Office of General Counsel
OHE	VHA Office of Health Equity
OHI	VHA Office of the ADUSH for Health Informatics
OHRA	Office of Human Resource Administration
OHRM	Office of Human Resources Management
OHT	VHA Office of Healthcare Transformation
OIA	VHA Office of Informatics and Analytics
OICAM	Office of Identity, Credential, and Access Management
OICI	OPP - Office of Interagency Collaboration and Integration
OIF	Operations Iraqi Freedom
OIG	Office of Inspector General
OIS	Office of Information Security
OIT	Office of Information Technology
OLAP	on Line Analytical Processing: An OLAP cube is a multidimensional database that is optimized for data warehouse and online analytical processing applications
OM	VA Office of Management
OMB	Office of Management and Budget
OMGT	VBA Office of Management
OMHSP	Office of Mental Health and Suicide Prevention
OMI	Office of the Medical Inspector
OMLA	VHA Office of Medical-Legal Affairs

OMR	Office of Media Relations
ONC	Office of the National Coordinator
ONSS	Operations and National Security
OND	Operation New Dawn
ONS	VHA Office of Nursing Services
OPA	VHA Office of Patient Advocacy
OPA	Office of Public Affairs
OPC	Outpatient Clinic
OPCC&CCT	VHA Office of Patient-Centered Care and Cultural Transformation
OPIA	Office of Public and Intergovernmental Affairs
OPM	US Office of Personnel Management
OPR	Interagency Clinical Informatics Board
OPRM	Office of Privacy and Records Management
OPSIM	Office of Personnel Security and Identity Management
ORAA	VHA Office of Regulatory and Administrative Affairs
ORD	VHA Office of Research and Development
ORM	Office of Resolution Management
ORM	Office of Resource Management
ORO	VHA Office of Research Oversight
ORR	Department of Health and Human Services (HHS) Office of Refugee Resettlement
OS	Operations Support
OSLE	Office of Security and Law Enforcement
OSA	VA Office of Survivors Assistance
OSC	Oversight Support Center
OSC	Office of Special Counsel
OSD	Office of the Secretary of Defense
OSD/RA	Office of the Assistant Secretary of Defense for Reserve Affairs
OSDBU	Office of Small and Disadvantaged Business Utilization
OSH	Occupational Safety and Health
OSHA	Occupational Safety and Health Administration
OSI	VHA Office of Strategic Integration
OSP	VA Office of Operations, Security, and Preparedness
OSVA	VA Office of the Secretary
OTGR	VA Office of Tribal Government Relations
OUSH	VHA Office of the Under Secretary for Health
P&F	VBA Pension and Fiduciary
P&LO	Procurement and Logistics Office
P&O WG	VA/DoD Interagency Care Coordination Committee's Policy and Oversight Work Group.
PA&I	VBA Performance Analysis and Integrity
PACS	Physical Access Control Systems
PACT	VHA Patient-Aligned Care Team
PADRECC	Parkinson's Associated Disorders, Research, Education and Clinical Centers
PAID	Personnel and Accounting Integrated Data system
PAO	Public Affairs Officer
PAR	Performance Accountability Report
PAS	VHA Physician Assistant Services
PAS	Program Application Support Council

PBFS	IT Programming and Budget Formulation Service
PBM	VHA Pharmacy Benefits Management
PBMEPS	Emergency Pharmacy Service
PBO	Pharmacy Benefits Office
PIO	Program Integrity Office
PC3	Patient-Centered Community Care
PCAS	Patient Care Assessment Systems
PCCCT	Patient-Centered Care and Cultural Transformation
PCD	Purchased Care Division
PcM	Process Management
PCMHI	Primary Care-Mental Health Integration
PCP	Primary Care Physician
PCR	Public Contact Representatives
PCS	Patient Care Services
PCTS	Purchase Card and Travel Service
PD	Product Development
PDAS	Principal Deputy Assistant Secretary
PDGC	Principal Deputy General Counsel
PDHS	Post-Deployment Health Service
PDIC	Post-Deployment Integrated Care
PdM	Product managers
PDUSB	Principal Deputy Under Secretary for Benefits
PDUSH	Principal Deputy Under Secretary for Health
PDUSMA	Principal Deputy Under Secretary for Memorial Affairs
PE	Product Effectiveness program, part of the VHA Health Care Value
PETE	Planning, Exercises, Training, and Evaluation
PIA	Program Internal Audit
PII	Personally Identifiable Information
PI&R	VHA Performance Improvement and Reporting
PIT	Program Integrity Tool that supports detection of fraud, waste, and abuse.
PIT	Point in Time Homeless Count
PIV	Personal Identity Verification
PL	Public Law
PLA	Pharmacy Leadership Academy
PLMS	Pathology and Laboratory Medicine Services
PMAS	Program Management Accountability System
PMC	VBA Pension Management Centers
PMC	NCA Presidential Memorial Certificate Program
PMEF	Primary Mission Essential Function
PMDB	Prevention and Management of Disruptive Behavior
PMFP	Presidential Management Fellows Program
PMO	Program Management Office
PMWG	Performance Management Work Group
POI	Program Oversight and Informatics Division
POLARIS	VA OI&T Integrated Calendar
POWER	VHA's Performance and Operations Web-Enabled Reports
PPA	Pollution Prevention Act of 1990
PPACA	Patient Protection and Affordable Care Act

PPBE	VA's Planning, Programming, Budgeting and Execution system
PPD 8	Presidential Policy Directive 8: National Preparedness
PPE	Property Plant and Equipment
PPM	Product and Platform Management
PPMS	Provider Profile Management System
PRE	Pharmacy Re-engineering and Clinical Informatics,
PRPO	Pharmacy Residency Program Office
PRRO	Pharmacy Recruitment and Retention Office
PRS	Provider Relations and Services
PSHN	Purchased Skilled Home Nursing
PSO	Program Support Operations
PSCM	Personnel Security and Credential Management
PTSD	Posttraumatic Stress Disorder
PVTS	Privacy Verification Tracking System
Q&A	Question and Answer
QCAP	Quality and Corrective Action Plans
QI	Quality Improvement
QPO	Quality, Performance & Oversight
QSPP	VA Quadrennial Strategic Planning Process
QSV	VHA Office of the ADUSH for Quality, Safety and Value
QUERI	VHA Quality Enhancement Research Initiative
R&DC	VHA Research and Development Committee
R&R	Review and Resolution (R&R) Department
RA	Reimbursable Authority
RAM	OI&T ERM Risk Assessment and Mitigation
RAMS	Research Administrative Management System
RAPID	VHA Office of Reporting, Analytics, Performance, Improvement and Deployment
RCEP	VHA Research Compliance Education Program
RCO	VHA Research Compliance Officer
RCRA	Resource Conservation and Recovery Act of 1976
RCS	VHA Office of Readjustment Counseling Services
RCV	Records Center and Vault
RERG	Reconstitution Emergency Relocation Group
RFL	Revolving Fund Loan
RISP	VHA Research Information Security Program
RMC	Records Management Center
RMI	Review Management and Integrity Workgroup
RMIR	Office of Risk Management and Incident Response
RN	Registered Nurse
RO	Regional Offices
ROFAC	VHA Radiation Oncology Field Advisory Committee
RONA	VA Release of Names and Addresses program.
RRTF	Ruthless Reduction Task Force
RSAW	VHA Research Safety and Animal Welfare
RSD	Review Services Division
RSSP	VHA Research Safety and Security Programs
RTLS	VHA Real Time Location System
RVECS	Regional Veteran Employment Coordinators

SAA	State Approving Agencies
SaaS	Software as a Service
SAC	Strategic Acquisition Center
SAIL	Strategic Analytics for Improvement and Learning
SAPP	Servicer Appraisal Processing Program
SARA	Services Acquisition Reform Act
SBHP	Spina Bifida Health Care Program
SCI	Sensitive Compartmented Information
SCIC	Supply Chain Innovation Center
SCI/D	Spinal Cord Injury and Disorders
SCIP	Strategic Capital Investment Planning
SCM	Supply Chain Management
SCS	Specialty Care Services
SDWA	Safe Drinking Water Act of 1974
SEA	VA Strategic Environmental Assessment
SECVA	Secretary of Veterans Affairs
SEM	VHA Office of Systems Engineering Management
SES	Senior Executive Service
SG	Staff Group
SHA	Separation Health Assessments
SHARES	Department of Homeland Security Shared Resources
SHPD	State Home Per Diem Program
SHEP	Survey of Health Experiences of Patients
SIC	Security and Investigations Center
SIM	Strategic Investment Management
SimLEARN	VHA Simulation Learning Education and Research Network
SL	Senior Level employees
SLA	Service Level Agreement
SME	Subject Matter Expert
SMI	Serious Mental Illness
SOARD	Service Oriented Architecture Research and Development
SOP	Standard Operating Procedure
SPE	Senior Procurement Executive
SPS	VHA Sterile Processing Services
SSE	Support Services Excellence, one of 5 strategic MyVA priorities
SSGB	VA Support Services Governance Board
STAR	Systematic Technical Accuracy Review
SWP	Strategic Workforce plan
SUD	Substance Use Disorder
SVH	State Veterans Homes
TAA	Transition Assistance Advisors Program
TAC	Technology Acquisition Center
TAP	Transition Assistance Program
TBI	Traumatic Brain Injury
TDA	Transfer of Disbursing Authority
TEE	Training-Exposure-Experience Tournament
TELE-ICU	Tele-Intensive Care Unit (Tele-ICU)
THP	Tribal Health Programs

TIC	Trusted Internet Connections
TMO	Technology Management Office
TMS	Talent Management System
TNS	Travel Nurse Corps
TPSS	Training Performance Support Systems
TRA	Technical Reference & Assessments
TRB	Technical Review Board
TRICARE	Health care program for uniformed service members (active, Guard/Reserve, retired) and their families around the world.
TRM	OneVA Technical Reference Model
TROR	Treasury Report on Receivables
TSGLI	Servicemembers' Group Life Insurance Traumatic Injury Protection
UM	VHA Utilization and Efficiency Management Program
URAC	Utilization Review Accreditation Commission
USAStaffing	U.S. Office of Personnel Management's hiring software solution for Federal agencies.
USB	Under Secretary for Benefits
USC	United States Code
USERRA	Uniformed Services Employment and Reemployment Rights Act
USGLI	United States Government Life Insurance
USH	Under Secretary for Health
USICH	U.S. Interagency Council on Homelessness
USMA	Under Secretary for Memorial Affairs
USSM	Unified Shared Services Management Office
USOC	US Olympic Committee
USVETS	Multidimensional Veteran database
VA NDF	PBM VA National Drug File, an open-source system for drug terminology
VAAA	VA Acquisition Academy
VAAOB	VA Advertising Oversight Board
VAAR	VA Acquisition Regulation
VA-CABS	VA Centralized Adjudication and Background Investigation System
VACAA	Veterans Access, Choice, and Accountability Act of 2014
VACO	VA Central Office
VA-ECSIP	VA Enterprise Cybersecurity Strategy & Implementation Plan
VAIOC	VA Integrated Operations Center
VAIQ	Veterans Affairs Internet Quorum
VAKMS	VA Knowledge Management System
VALOR	VA Learning Opportunities Residency
VALU	VA Learning University
VAMC	Veterans Affairs Medical Centers
VAMEDSAFE	A drug safety program with an emphasis on integrated database utilization, communication, and education
VANGUARD	VA's national employee magazine
VA-TAMMCS	Vision, Analysis Team, AIM, Map, Measure, Change, Sustain, part of the VHA Systems Redesign and Continuous Improvement program
VATAS	VA Time and Attendance System
VBA	Veterans Benefits Administration
VBA FC	VBA Finance Center

VBA/DOD	Veterans Benefits Administration VBA-Department of Defense
VBMS	Veterans Benefits Management System
VCE	VA/DoD Vision Center of Excellence
VCIP	Veterans Claim Intake Program
VCL	Veterans Crisis Line
VCS	Veterans Canteen Service
VDHCBC	Veteran-Directed Home and Community Based Care
VE	VistA Evolution
VEI	Veterans Employment Initiative
VEO	Veterans Experience Office
VEITF	Veterans Employment Initiative Task Force
VERA	Veterans Equitable Resource Allocation model
VERC	Veteran Engineering Resource Centers
VESO	Veteran Employment Services Office
VETSNET	Veterans Service Network - A database that supports Veterans Benefits Administration systems used to administer Veterans benefits.
VHA CEMP	VHA Comprehensive Emergency Management Program
VHA COS	VHA Chief of Staff
VHA DMA	Office of Disability and Medical Assessment
VHA HA	VHA Office of Health Affairs
VHA HEC	VHA Health Eligibility Center
VHA OCLA	VHA Office of Congressional and Legislative Affairs
VHA OSD	VHA Operations and Standardization Department
VHA PIV	VHA Personnel Identity Verification
VHA SPS	National Program Office for Sterile Processing
VHA VOCUS	VHA on-line news media software
VHIC	Veteran Health Identification Card
VHIE	Veterans Health Information Exchange
VISN	Veterans Integrated Service Network
VISTA	VA imaging system used for the Electronic Health Record
VLER	Virtual Lifetime Electronic Record
VLJ	Veterans Law Judge
VOA	IT Virtual Office of Acquisition
VORS	Veterans Outreach Reporting System
VOW Act	VOW (Veterans Opportunity to Work) to Hire Heroes Act of 2011
VPN	One-VA Virtual Private Network
VPS	VA Point of Service Program
VR&E	Vocational Rehabilitation and Employment Program
VRC	Vocational Rehabilitation Counselor
VR&E	Vocational Rehabilitation and Employment
VRI	Veterans' Reopened Insurance
VRM	Veterans Relationship Management
VSA	Veterans Service Area
VSLI	Veterans' Special Life Insurance
VSO	Veteran Service Organization
VSOC	VetSuccess on Campus
VSSC	VHA Support Service Center
VTP	Veterans Transportation Program

W2W	Warriors to Workforce, an intern program to train and educate wounded Veterans
WC	Workers Compensation
WHOFBNP	White House Office of Faith-Based and Neighborhood Partnerships
WHS	VHA Women's Health Services
WM	Workforce Management Branch
WMC	VHA Office of Workforce Management and Consulting
WPS	Wireless Priority Service
WRIISC	War-related Illness and Injury Study Center
WVPP	VHA Workplace Violence Prevention Program
YRRP	DoD Yellow Ribbon Reintegration Program

Appendix B: Alternate representation of Organization Charts

Figure 1 - VA Organization Chart

- Secretary of Veterans Affairs
    - Veterans Benefits Administration
    - Veterans Health Administration
    - National Cemetery Administration
- Chief of Staff
- Deputy Secretary
    - Office of General Counsel
    - Office of Acquisition, Logistics and Construction
    - Veterans Experience Office
    - Office of Inspector General
    - Office of Accountability and Whistleblower Protection
    - Board of Veterans' Appeals
    - Office of Management
    - Office of Information and Technology
    - Office of Enterprise Integration
    - Office of Human Resources, Operations, Security and Preparedness
    - Office of Congressional and Legislative Affairs

Figure 2 - Office of the Secretary

- Office of the Secretary
    - Deputy Secretary
        - Office of Employment Discrimination Complaint Adjudication
        - Office of Small and Disadvantaged Business Utilization
        - Secretary's Center for Strategic Partnerships
        - Office of Accountability and Whistleblower Protection
        - Office of Electronic Health Record Modernization
    - Chief of Staff
        - Executive Secretariat
        - Deputy Chief of Staff
        - Veterans Service Organizations Liaison
        - Office of Mission Operations
        - Office of Protocol
        - Office of Administrative Operations
        - White House Liaison
        - Center for Women Veterans
        - Office of Regulatory Policy and Management
        - Center for Minority Veterans
        - Advisory Committee Management Office
        - Office of Survivors Assistance

Figure 3 – Office of Accountability and Whistleblower Protection

- Office of the Assistant Secretary for Accountability and Whistleblower Protection

- Triage Division
- Investigations Division
- Advisory and Analysis Division
- Knowledge Management Operations Division
- Human Resources Operations Division

Figure 4 - Veterans Benefits Administration

- Office of the Under Secretary for Benefits (USB)
  - Office of the Principal Deputy Under Secretary
    - Office of Strategic Initiatives and Collaboration
    - Compensation Service
    - Pension and Fiduciary Service
    - Education Service
    - Office of Transition and Economic Development
    - Loan Guaranty Service
    - Vocational Rehabilitation and Employment Service
    - Insurance Service
    - Appeals Management Service
    - Office of the Deputy Under Secretary for Field Operations
      - Northeast District – St. Louis
      - Southeast District – Nashville
      - Continental District – Denver
      - Pacific District – Phoenix
      - Records Management Center
      - Office of Client Relations
      - Benefits Assistance Center
  - Office of the Chief of Staff
    - Office of Performance Analysis and Integrity
    - Office of Business Process Integration
    - Office of Financial Management
    - Office of Human Capital Management
    - Office of Administration and Facilities
    - Office of the Deputy Chief of Staff
      - Office of Executive Review
      - Office of Program Integrity and Internal Controls
      - Office of Corporate Communications

Figure 5 - Veterans Health Administration

- Under Secretary for Health
- Principal Deputy Under Secretary for Health
  - Chief of Staff
  - Deputy Chief of Staff
    - Executive Correspondence
    - Communications
    - Legislative Affairs

        - Regulatory and Administrative Affairs
        - National Leadership Council
    - Chief Officer Readjustment Counseling Service
    - Executive Director Research Oversight
    - Nursing
    - Office of Patient Advocacy
    - Deputy Under Secretary for Health for Operations and Management
        - ADUSH for Clinical Operations
            - ✓ Homelessness
            - ✓ National Surgery Office
            - ✓ Primary Care Operations
            - ✓ Geriatrics and Extended Care Operations
            - ✓ Mental Health and Suicide Prevention
            - ✓ Sterile Processing Services
            - ✓ Dentistry
            - ✓ Disability and Medical Assessment
            - ✓ Spinal Cord Injuries and Disorders
        - ADUSH for Administrative Operations
            - ✓ Emergency Management
            - ✓ Procurement and Logistics
            - ✓ Capital Asset Management and Engineering Support
            - ✓ Veterans Canteen Service
            - ✓ Environmental Programs
            - ✓ Occupational Safety, Health & GEMS Programs
            - ✓ Healthcare Technology Management
            - ✓ Engineering & Occupational Safety and Health
            - ✓ Member Services
        - ADUSH for Access
        - Patient Centered Care and Cultural Transformation
        - Network Support
        - Veterans Integrated Service Networks (VISN)
    - Deputy Under Secretary for Health for Discovery, Education, and Networks Affiliates
        - Academic Affiliations
        - Research and Development
        - Innovation Ecosystem
    - Deputy Under Secretary for Health for Policy and Services
        - ADUSH for Policy and Planning
        - ADUSH for Patient Care Services
        - Interagency Health Affairs
        - Compassionate Care Innovation
        - Specialty Care Services
    - ADUSH for Workforce Services
        - Workforce Management and Consulting
        - Employee Education System
        - National Center for Organizational Development
        - Healthcare Leadership Talent Institute
    - Finance
    - Healthcare Transformation

- ADUSH for Health Informatics
  - Connected Care
- Reporting, Analytics, Performance, Improvement and Development
- Deputy Under Secretary for Health for Organizational Excellence
  - Clinical Systems Development & Evaluation
  - ADUSH for Integrity
    - ✓ Compliance and Business Integrity
    - ✓ Medical Inspector
    - ✓ Internal Audit
    - ✓ National Center for Ethics in Healthcare
  - Health Equity
  - GAO-OIG Accountability Liaison
  - ADUSH for Quality, Safety, and Value
    - ✓ Quality Standards and Programs
    - ✓ Systems Reliability and Consultation
    - ✓ Product Effectiveness
    - ✓ Patient Safety and Risk Awareness
    - ✓ Systems Redesign and Improvement
- Deputy Under Secretary for Health for Community Care
  - ADUSH for Health for Community Care
    - ✓ Business Operations and Administration
    - ✓ Delivery Operations
    - ✓ Revenue Operations
    - ✓ Clinical Network and Management
    - ✓ Performance Improvement and Reporting

Figure 6 - National Cemetery Administration

- Office of the Under Secretary for Memorial Affairs
  - Veterans Cemetery Grants Program
  - Office of the Chief of Staff
    - Engagement and Memorial Innovations
  - Office of the Principal Deputy Under Secretary
    - Office of the Deputy Under Secretary for Field Programs and Cemetery Operations
      - ➢ Field Programs
        - Eligibility and Scheduling
        - Memorial Products
          - ✓ Headstones and Markers
          - ✓ Presidential Memorial Certificates
          - ✓ Applicant Assistance
          - ✓ Centralized Appeals
          - ✓ First Notice of Death
      - ➢ Cemetery Operations
        - District Offices
          - ✓ National Cemeteries
        - Cemetery Development and Improvement

- Operations Management
  - ✓ Integrated Operations
- Office of the Deputy Under Secretary for Finance and Planning
  - ✓ Legislative and Regulatory Service
  - ✓ Budget Service
    - ❖ Budget Formulation
    - ❖ Budget Execution
  - ✓ Improvement and Compliance
  - ✓ Policy and Planning Service
  - ✓ Finance Service
    - ❖ Financial Operations
    - ❖ Financial Accountability
- Office of the Deputy Under Secretary for Management
  - ✓ Human Capital Management
    - ❖ Training and Safety
    - ❖ Human Resources
    - ❖ Policy and Programs
    - ❖ Diversity and Inclusion
  - ✓ Contracting Service
    - ❖ Design and Construction
    - ❖ Business Transformation and Requirements

Figure 7 - Office of General Counsel

- General Counsel
  - Principal Deputy General Counsel
    - Management, Planning and Analysis
    - Ethics Specialty Team
    - Deputy General Counsel (Legal Operations)
      - ✓ Personnel Law Group
      - ✓ Torts Law Group
      - ✓ Offices of Chief Counsel in the Districts
    - Deputy General Counsel (General Law)
      - ✓ District Contracting National Practice Group
      - ✓ Information & Administrative Law Group
      - ✓ Procurement Law Group
      - ✓ Real Property Law Group
      - ✓ Revenue Law Group
    - Deputy General Counsel (Veterans Programs)
      - ✓ Benefits Law Group
      - ✓ US Court of Appeals for Veterans Claims Litigation Group
      - ✓ Health Care Law Group
      - ✓ Loan Guaranty National Practice Group

Figure 8 - Map of States Within VA Districts

Description: Map of the United States showing states within VA Office of General Counsel Districts. There are five districts: Pacific, Continental, Midwest, Southeast, and North Atlantic. The districts and their states are listed in groups below.
Pacific: Alaska, Washington, Oregon, Idaho, California, Nevada, Arizona, New Mexico and Hawaii.
Continental: Montana, Wyoming, Utah, Colorado, Texas, Oklahoma, Arkansas, Louisiana, Mississippi.
Midwest: North Dakota, South Dakota, Nebraska, Kansas, Minnesota, Iowa, Missouri, Wisconsin, Illinois, Michigan, Indiana, Ohio.
Southeast: Kentucky, Tennessee, Alabama, Georgia, South Carolina, Florida, Puerto Rico.
North Atlantic: North Carolina, Virginia, West Virginia, Maryland, Delaware, Pennsylvania, New Jersey, New York, Connecticut, Rhode Island, Massachusetts, Vermont, New Hampshire, Maine.

Figure 9 - Office of Acquisition, Logistics and Construction

- Principal Executive Director, Office of Acquisition, Logistics and Construction
  - Executive Director, Office of Acquisition, Logistics and Construction
  - Executive Director, Office of Acquisition and Logistics
  - Executive Director, Office of Procurement, Acquisition and Logistics
  - Executive Director, Office of Construction and Facilities Management

Figure 10 - Office of Acquisition and Logistics

- Executive Director, Office of Acquisition and Logistics
  - Associate Executive Director, Office of Acquisition Program Support
    - Office of Business Services
    - Office of CFO, Revolving Funds
    - Office of Acquisition Human Capital Management Services
    - Office of Acquisition Systems Integration
  - Associate Executive Director, Office of Policy, Systems and Oversight
    - Office of Procurement Policy and Warrant Management
    - Office of Enterprise Acquisition System Services
    - Office of Risk Management and Compliance Services
  - Associate Executive Director, Office of Logistics and Supply Chain Management
    - Office of Logistics Policy and Supply Chain Management
  - Chancellor, VA Acquisition Academy
    - Vice Chancellor, Acquisition Internship School
    - Vice Chancellor, Facilities Management School
    - Vice Chancellor, Supply Chain Management
    - Vice Chancellor, Contracting Professional School
    - Vice Chancellor, Program Management School
    - Enterprise Shared Services

Figure 11 - Office of Acquisition Procurement, Acquisition, and Logistics

- Executive Director, Office of Procurement Acquisition and Logistics

- Senior Acquisition Advisor
- Director, OPAL Front Office Operations
- Associate Executive Director, National Acquisition Center
  - Business Resource Service
  - Federal Supply Schedule Service
  - National Contract Service
  - Denver Logistics Center
  - Commodities and Services Acquisition
- Associate Executive Director, Strategic Acquisition Center
  - SAC Procurement Service A
  - SAC Procurement Service B
  - SAC Procurement Service C
  - SAC Frederick
  - SAC Program Advisory service
  - SAC Acquisition Rapid Response
  - SAC Operations
  - SAC Compliance
- Associate Executive Director, Technology Acquisition Center
  - TAC Procurement services A
  - TAC Procurement services B
  - TAC Procurement services C
  - TAC Procurement services D
  - TAC Procurement services E
  - TAC Procurement services F
  - TAC Austin
  - TAC Operations
  - TAC Engineering Service
  - TAC Customer service
- Director, Logistics Support service
  - Transportation and relocation services
  - Publications services

Figure 12 - Office of Construction and Facilities Management

- Executive Director (ED), Office of Construction and Facilities Management
  - Associate ED, Office of Operations
    - Office of Operations, National Region
    - Office of Operations, Eastern Region
    - Office of Operations, Central Region
    - Office of Operations, Western Region
  - Associate ED, Office of Facilities Planning
    - Facilities Planning and Development
    - Facilities Standards Service
    - Cost Estimating Service
  - Associate ED, Office of Resource Management
    - Financial Management
    - Database Management and Logistics

        - HR and Training Service
    - Associate ED, Office of Facilities Acquisition
        - AE Construction Contracting Policy Service
        - Acquisition Support National Region
        - Acquisition Support Eastern Region
        - Acquisition Support Western Region
        - Acquisition Support Central Region
    - Associate ED Office of Programs and Plans
        - Consulting Support Office
        - Project Control Service
        - Quality Assurance
    - Associate ED, Office of Real Property
        - Real Property Policy and Programs Service
        - Lease Delivery Division
        - Lease Execution Division
        - Land Acquisition and Strategic Utilization
        - Land Management Division

Figure 13 - Veterans Experience Office

- Chief Veterans Experience Officer
    - Chief of Staff
    - Operations
    - Portfolio Management
    - Enterprise Measurement and Design
    - Multi-channel Technology
    - VA Patient Experience
    - VA Benefits Experience
    - Veteran, Family, and Community Engagement

Figure 14 - Office of the Inspector General

- Inspector General
- Deputy Inspector General
    - Executive Support
    - Congressional Relations
    - Media Relations
    - Special Reviews
    - Counselor
        - Contract Review
        - Release of Information
    - Investigations
    - Audits and Evaluations
    - Management and Administration
    - Healthcare Inspections

Figure 15 - Board of Veterans' Appeals

- Office of the Chairman
  - Office of the Vice Chairman
    - Chief of Staff
    - Chief Financial Management
    - Senior Counsel Accountability
    - Resource Management and Planning
      - ✓ Human Resources
        - ❖ Logistics
    - Chief Counsel
      - ✓ FOIA and Privacy Act
      - ✓ Knowledge Management
      - ✓ Labor and Employee Relations
      - ✓ Legislation, Regulations and Policy
      - ✓ Litigation Support
      - ✓ Quality Review
      - ✓ Technical Infrastructure
    - Office of the Deputy Vice Chairman (1)
      - ✓ Veterans Law Judges
    - Office of the Deputy Vice Chairman (2)
      - ✓ Veterans Law Judges
    - Office of the Deputy Vice Chairman (3)
      - ✓ Veterans Law Judges
    - Office of the Deputy Vice Chairman (4)
      - ✓ Veterans Law Judges

Figure 16 - Office of Management (high level)

- Office of the Assistant Secretary for Management and Chief Financial Officer
  - Office of the Assistant Secretary for Management
    - Office of Budget
    - Office of Asset Enterprise Management
    - Office of Finance
    - Office of Financial Management Business Transformation
    - Office of Business Oversight

Figure 17 - Office of Management

- Office of the Assistant Secretary for Management and Chief Financial Officer
  - Office of Budget
    - Office of Asset Enterprise Management
    - Capital Operation and Program Service
    - Capital Asset Policy, Planning and Strategy Service
    - Investment and Enterprise Development Service
    - Capital Asset Management Service

        - Energy Management Program Service
    - Office of Finance
        - Office of Financial Process Improvement and Audit Readiness
        - Office of Financial Policy
        - Debt Management Center
        - Financial Services Center
    - Office of Financial Management Business Transformation Service
        - Customer Experience
        - Program Execution
        - Business Office
    - Office of Business Oversight
        - Program Integrity Office
        - Improper Payments Remediation Oversight Office
        - Oversight Support Center
        - Financial Risk Oversight Service

Figure 18 - Office of Budget

- Deputy Assistant Secretary Office of Budget
    - Associate Deputy Assistant Secretary for Budget Operations
        - Director, Medical Programs
        - Director, Benefits Programs
        - Director, Management Programs
        - Director, IT Programs
    - Executive Director for Program Analysis and Evaluation
        - Director, Staff Office Budgets
        - Director, Budget Process and Data Management
        - Director, IT Programs
        - Director, Program Analysis and Evaluation

Figure 19 - Office of Asset Enterprise Management

- Executive Director, Office of Asset Enterprise Management
    - Deputy Director, Office of Asset Enterprise Management
        - Capital Operations and Programs
        - Capital Asset Policy, Planning and Strategy
        - Investment and Enterprise Development
        - Capital Asset Management
        - Energy Management Program

Figure 20 - Office of Finance

- Deputy Assistant Secretary Office of Finance
    - Office of Financial Process Improvement and Audit Readiness
        - Audit Readiness Service
        - Audit Analysis Remediation Service

        - Financial Management System Service
    - Office of Financial Policy
        - Accounting Policy Service
        - Operational Policy Service
        - Financial Reports Service
- Debt Management Center (Austin, TX)
        - Operations Directorate
        - Strategic Management and Special Operations Directorate
    - Financial Services Center (Austin, TX)
        - Corporate Travel and Charge Card Services
        - Financial Accounting Service
        - Financial Healthcare Service
        - Financial Operations Service
        - Financial Payroll Service
        - Data Analytics Service
        - Information Technology Service

Figure 21 - Financial Management Business Transformation Service

- Deputy Assistant Secretary Office of Financial Management Business Transformation (FMBT)
    - Associate Deputy Assistant Secretary Office of FMBT Operations
        - Customer Experience
        - Program Execution
    - Associate Deputy Assistant Secretary Office of FMBT Systems
        - Business Office

Figure 22 - Office of Business Oversight

- Executive Director Office of Business Oversight
    - Financial Risk Oversight Service
    - Program Integrity Office
    - Improper Payments Remediation Oversight Office
    - Oversight Support Center

Figure 23 - Office of Information and Technology

- Office of the Assistant Secretary (AS) for Information Technology (IT) and Chief Information Officer (CIO)
    - Office of the Chief of Staff
    - Chief Technology Officer
    - Deputy Director, VA/DoD Interagency Program Office
    - Principal Deputy Assistant Secretary (PDAS)
        - Principal Deputy CIO Account Management Office
        - Deputy CIO Strategic Sourcing
        - Deputy Assistant Secretary (DAS) for Development and Operations
            - ✓ Assistant DAS for Enterprise Program Management

        - ✓ Assistant DAS for IT Operations and Services
    - Deputy Assistant Secretary for Information Security and Chief Information Security Officer
    - Deputy CIO for Information Technology Resource Management
        - ✓ Office of IT Budget and Finance
        - ✓ Office of Talent Management

Figure 24 - Office of Enterprise Integration

- Office of the Assistant Secretary for Enterprise Integration
  - Operations Support
  - Planning and Performance Management
    - Risk Management
    - Strategic Planning
    - Business Architecture and Portfolio Analysis
    - Performance Management
    - Governance
  - Office of Data Governance and Analytics
    - Statistics and Analytics Service
    - Predictive Analytics Service
    - Reports and Information Service
  - Modernization Management
    - Initiative Synchronization Service
    - Rapid Design and Execution Service
    - Communications and Engagement Service
  - Office of Policy and Interagency Collaboration
    - Interagency Collaboration Service
    - Policy Management and Analysis Service
  - VA Innovation Center (VIC)

Figure 25 - Office of Human Resources and Administration/Operations, Security, and Preparedness

- Office of the Assistant Secretary for Human Resources and Administration/Operations, Security and Preparedness
  - Human Resources Enterprise Center
  - Corporate Senior Executive Management Office
  - Chief of Staff
  - Office of the Principal Deputy Assistant Secretary for Human Resources and Administration
    - Management, Planning, and Analysis
    - Office of Administration
    - Office of Diversity and Inclusion
    - Office of Human Resources Management
    - Office of Labor-Management Relations
    - Office of Resolution Management

- Office of the Principal Deputy Assistant Secretary for Operations, Security, and Preparedness
  - Office of Emergency Management and Resilience
  - Office of Identity, Credential, and Access Management
  - Office of Resource Management
  - Office of Security and Law Enforcement

Figure 26 - Office of Human Resources and Administration - Office of Administration

- Office of Administration
  - Occupational Safety and Health
  - Transit Benefits
  - Space and Renovations
  - Facilities Services
  - Support Services
  - Performance Improvement and Accountability

Figure 27 - Office of Human Resources and Administration - Office of Diversity and Inclusion

- Office of Diversity and Inclusion
  - Workforce Analysis
  - Outreach and Retention
  - Administrative Management
  - Training & Communications
  - Customer Experience

Figure 28 - Office of Human Resources and Administration - Office of Human Resources Management

- Office of Human Resources Management
  - HR Policy Advisor
  - Manpower Management Office
  - HR Policy and Planning
  - HR Systems and Analytics

Figure 29 - Office of Human Resources and Administration - Office of Labor-Management Relations

- Office of Labor-Management Relations
  - Operations Staff I
  - Operations Staff II
  - Strategic Program Management

Figure 30 - Office of Human Resources and Administration - Office of Resolution Management

- Office of Resolution Management
  - Business Operations
  - Management Services

Figure 31 - Office of Human Resources and Administration - Management, Planning and Analysis

- Management, Planning and Analysis (MP&A)
  - Strategic Planning and Organizational Performance
  - Program Management Office
  - Human Resources Liaison and Support

Figure 32 - Office of Human Resources and Administration - Human Resources Enterprise Center

- Human Resources Enterprise Center (HREC)
  - Enterprise Training Delivery
  - Learning Infrastructure
  - HR Programs

Figure 33 - Office of Human Resources and Administration - Corporate Senior Executive Management Office

- Corporate Senior Executive Management Office (CSEMO)
  - Executive Development
  - Policy and Programs
  - Recruitment and Operations

Figure 34 - Office of Operations, Security and Preparedness

- Office of the Assistant Secretary for Human Resources and Administration/Operations, Security and Preparedness
  - Office of the Principal Deputy Assistant Secretary for Operations, Security, and Preparedness
    - Office of Emergency Management and Resilience
    - Office of Identity, Credential, and Access Management
    - Office of Resource Management
    - Office of Security and Law Enforcement

Figure 35 - Office of Operations, Security, and Preparedness – Office of Emergency Management and Resilience

- Office of Emergency Management and Resilience
    - Planning, Exercises, Training, and Evaluation
    - Operations and National Security Services
    - VA Integrated Operations Center

Figure 36 - Office of Operations, Security, and Preparedness – Office of Identity, Credential, and Access Management

- Office of Identity, Credential, and Access Management
    - Access and Identity Management
    - Personnel Security and Credential Management
    - Security and Investigations Center

Figure 37 - Office of Operations, Security, and Preparedness – Office of Resource Management

- Office of Resource Management
    - Human Resources Management
    - Financial and Fiscal Management
    - Administrative and Logistics Management
    - Support Services

Figure 38 - Office of Operations, Security, and Preparedness – Office of Security and Law Enforcement

- Office of Security and Law Enforcement
    - Police Services
    - Law Enforcement Training Center

Figure 39 - Office of Public and Intergovernmental Affairs

- Office of the Assistant Secretary for Public and Intergovernmental Affairs (002)
    - Office of Public Affairs (80)
        - Public Affairs Senior Advisor
        - Office of Field Operations (80E)
        - Office of Digital Media Engagement (80D)
        - Office of the Press Secretary (80)
            - Office of Media Relations (80F)
    - Executive Director for Strategic Planning and Veteran Outreach (002)
            - Office of Internal Communications
            - National Veterans Outreach Office (002D)

            - ❖ Homeless Veterans Outreach and Strategic Communications Office (075D)
            - ❖ Office of the Executive Speechwriters
    - Office of Intergovernmental Affairs
        - Office of State and Local Government Affairs (SLGA)
        - Office of Tribal Government Relations
        - Center for Faith and Opportunity Initiative

Figure 40 - Office of Congressional and Legislative Affairs

- Office of the Assistant Secretary for Congressional and Legislative Affairs
    - Office of of Operations and Administration
    - Office of the Deputy Assistant Secretary
    - Office of the Principal Deputy Assistant Secretary
        - Veterans Benefits Legislative Affairs Service
        - Veterans Health Legislative Affairs Service
        - Corporate Enterprise Legislative Affairs Service
        - Legislative Affairs Service
            - ✓ Congressional Outreach and Congressional Liaison Service