VA | U.S. Department of Veterans Affairs

2020

Functional Organization Manual

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

Department of Veterans Affairs

Functional Organization Manual

Version 6

2020

Organizational charts as of May 15, 2020

Remaining data as of September 1, 2020

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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. The FOM is compiled by the Office of Enterprise Integration (OEI) from submissions prepared and approved by VA Administrations and Staff Offices. Version 6 is current as of September 1, 2020. The 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, reflects 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 Office of Policy and Interagency Collaboration (OPIC), within the Office of Enterprise Integration (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 (E.O.) 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, D.C., 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 146 hospitals, 1,275 outpatient sites, 300 Vet Centers, 56 Regional Offices, 151 VA National Cemeteries, and 117 State or Tribal grant funded Veteran Cemeteries. (*Statistics current as of September 30, 2020).*

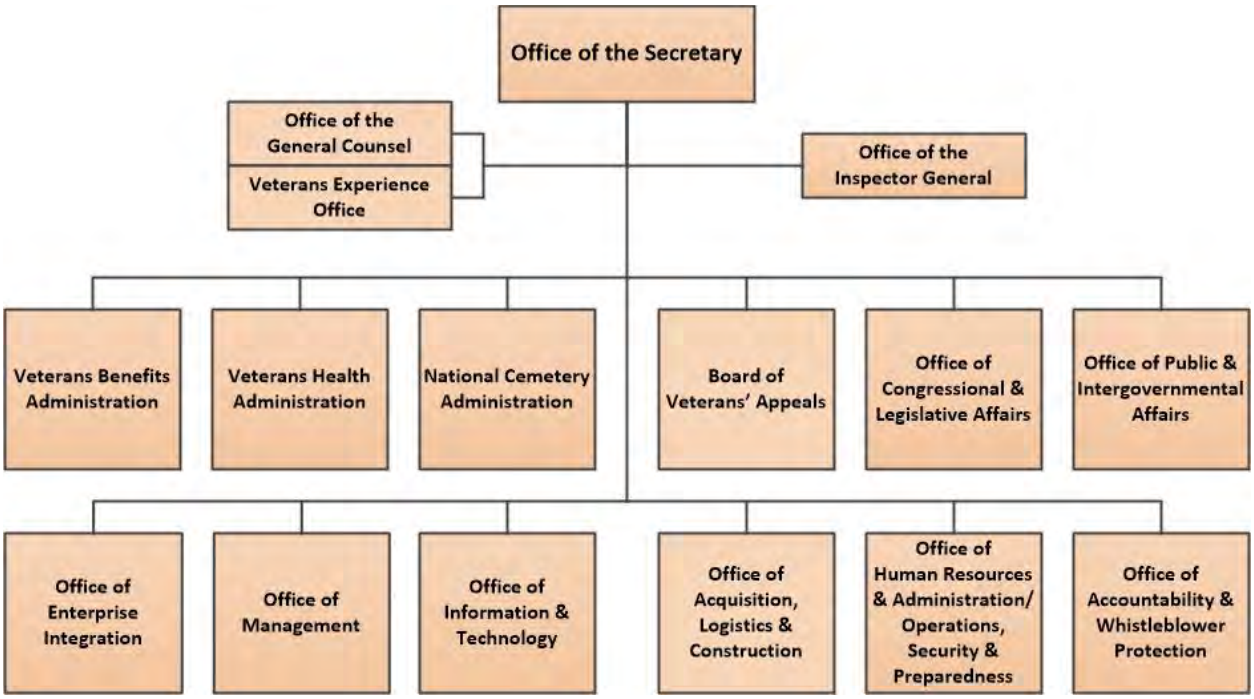

Figure 1 - VA Organization Chart.

Alternate representation of the VA organization chart.

Organization of the Department

Secretary of Veterans Affairs

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

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

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, and five key officials: the General Counsel, the Chairman of the Board of Veteran Appeals, the Chief Acquisition Officer, Chief Veterans Experience

Officer and the Inspector General. These officials advise and support the SECVA, 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. 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 Accountability and Whistleblower Protection

The Assistant Secretary for 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.

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 for Enterprise Integration

The Assistant Secretary for Enterprise Integration (AS OEI) 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 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 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 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.

The five key officials advise and support the SECVA, the Administrations and Staff Offices that provide specific assistance to the SECVA

The General Counsel

The General Counsel provides legal advice and services to the Secretary and all organizational components of the Department. The General Counsel is, by statute 38 U.S.C. 311, the Department's Chief Legal Officer.

Chairman of the Board of Veterans' Appeals

The Chairman is appointed by the President, by and with the advice and consent of the Senate, for a term of six years, and is directly responsible to the Secretary. The Chairman serves as the Chief Executive Officer of the Board and is a Member of the Board (Veterans Law Judge). The Chairman is responsible for fully considering and appropriately resolving 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.

Principal Executive Director for Acquisition, Logistics and Construction and Chief Acquisition Officer

The Principal Executive Director is the Department's Chief Acquisition Officer (CAO) and 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. The Principal Executive Director also establishes and oversees enterprise acquisition policy, processes and education and serves as Chairman of the VA Acquisition Executive Council.

Chief Veterans Experience Officer

The Chief Veterans Experience Officer supports VA as the Secretary's Customer Experience (CX) lead and oversees the 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 Inspector General

The Inspector General 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 and is also charged with the oversight of the quality of VA health care.

Authorities

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

Office of the Secretary

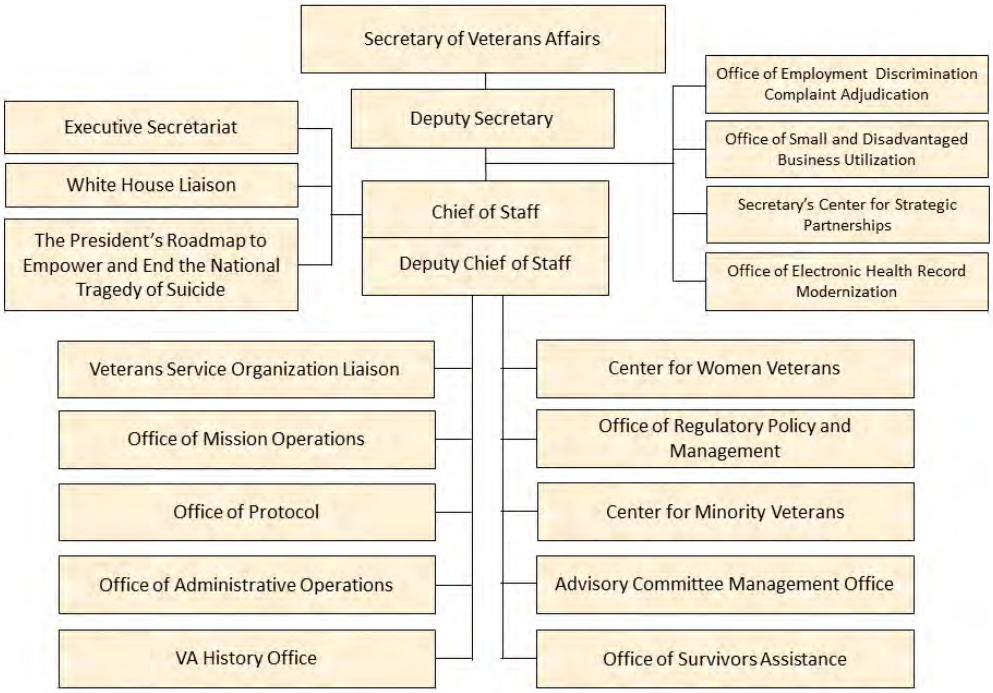

Figure 2 - Office of the Secretary

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.

Activities

- 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.

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

- DEPSECVA is responsible for the oversight of the Electronic Health Record Modernization implementation and serves as a direct line of communication.

- 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

38 U.S.C. Veterans' Benefits.
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 and analysts who draft documents and review internal communications for signature and approval by the SECVA, DEPSECVA and COSVA.

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 memorandums.

- Prepares responses to Members of Congress and reviews testimony, questions and memorandums for record, understanding agreements between VA and outside entities 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 and procedures 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 and Privacy Act requests for the Office of the Secretary.
- Serves as the Department's point of contact for the Plain Writing Act.
- Processes and routes case mail from the White House.
- Provides Action Officer Training to the Department as requested or as needed.

White House Liaison

Overview

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

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.

The President's Roadmap to Empower Veterans and End the National Tragedy of Suicide Office

Overview

The President's Roadmap to Empower Veterans and End the National Tragedy of Suicide (PREVENTS) Office aims to create initiatives and oversee existing efforts that result in empowering Veterans and preventing suicide. The Office is developing the first Federally coordinated national public health strategy to address Veteran suicide through interagency coordination and collaboration with non-governmental efforts. The Office oversees and supports the development, implementation and evaluation of the PREVENTS Roadmap. The Roadmap will result in the development of a National Research Strategy; a national public health messaging campaign focused on changing the culture of mental health broadly and suicide specifically; facilitating suicide prevention through enhanced community integration, and implementation strategies that emphasize improved overall health and well-being.

Activities

- Collaborates and coordinates with Federal Task Force agencies to ensure interagency coordination as it relates to mental health and suicide prevention as well as all specific recommendations from the Executive Order Roadmap.
- Ensures the infrastructure and engagement required to plan, implement, evaluate, and sustain all activities associated with the successful implementation and evaluation of all activities and initiatives associated with the Executive Order Roadmap.

- Develops and rolls out a national public health messaging campaign to promote mental health broadly and raise awareness about suicide prevention for Veterans and all Americans.

- Creates and prioritizes innovative research opportunities by developing a National Research Strategy that will expand the existing nationwide research ecosystem building on efforts of governmental and NGO.

- Works across multiple sectors to deliver mental health and suicide prevention resources, strategies and best practices to communities.

- Establishes effective partnerships across public and private sectors to support suicide prevention activities and Roadmap implementation and share best practices and models.

- Advances and implements the 10 recommendations listed in the Roadmap through the development of an execution plan with major tasks, timeline, security and privacy safeguards, resource requirements, implementation support requirements, process and outcome evaluation plan, and risks and contingencies.

- Collects, standardizes, analyzes and reports data on the individual, community, state and Federal landscape.

- Evaluates the reach, effectiveness, adoption, implementation and maintenance of all PREVENTS activities individually and collectively.

- Sustains all effective PREVENTS strategies to ensure lasting culture change and reduced suicides.

Authorities

E.O. 13861 of March 5, 2019 (84 FR 8585).

Office of Employment Discrimination Complaint Adjudication

Overview

The Office of Employment Discrimination Complaint Adjudication, 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.

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 Administration/Operations, Security and Preparedness, and requests appropriate follow-up regarding disciplinary action.

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

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 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.

Activities

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

- Ensures businesses meet SBA and VA 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.
13 C.F.R. Part 125, Subparts A, B. Eligibility Requirements for the SDVO SBC Program.
38 C.F.R. Part 74. Veterans Small Business Regulations.

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. The Center works closely with our corporate and foundation Partners who help enhance VA's services to Veterans. This support includes increasing access to and improving the quality of health care, 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. The Center's mission is to improve Veterans lives through big, bold and impactful collaborations.

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 proactively building effective external relationships with organizations that can advance VA's mission.

- Represents OSVA in meetings with key leaders of business, government, philanthropic, non-profit 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 Electronic Health Record Modernization

Overview

The U.S. Department of Veterans Affairs (VA) is committed to providing quality health care for Veterans, including access to a comprehensive electronic health record (EHR) solution. VA signed a contract with Cerner Corp. on May 17, 2018, to replace its current system, the Veterans Health Information Systems and Technology Architecture, with the same commercial off-the-shelf solution being deployed by the U.S. Department of Defense (DoD). VA established the Office of Electronic Health Record Modernization to provide program management and oversight to ensure VA successfully transitions to the new EHR solution.

The modernized EHR solution will promote interoperability and sharing of patient data within VA, between VA and DoD and with community care providers. By adopting the same EHR solution as DoD, VA is embracing a Veteran-centric approach that will support Service members as they transition from military service. VA's new EHR solution will provide clinicians with quick and efficient access to the complete picture of Veteran health information, improving VA's delivery of health care to our Nation's Veterans.

Activities

- Provides program management and oversight of the preparation, deployment and maintenance of VA's new EHR solution to support delivery of quality care for Veterans and interoperability objectives between VA and DoD.

- Oversees integration, deployment and change management activities for the Centralized Scheduling Solution, a resource-based scheduling solution which will improve timely access to care for Veterans, increase provider productivity and enhance scheduling accuracy.

- Collaborates with the VA Veterans Health Administration and Office of Information and Technology to ensure facility infrastructure is upgraded and modernized to support the new EHR solution.

- Sets national clinical standards through the design and configuration of the new EHR solution, enhancing quality, safety and patient outcomes.

- Designs, builds and validates interfaces to VA applications and biomedical devices that require integration with the core EHR solution to ensure uninterrupted health care delivery during the transition to the new EHR solution.

- Oversees key technical and functional activities, including testing, data migration and end-user training to support the transition to the new EHR solution.

- Maintains transparency with external oversight bodies, including the U.S. Congress, through reoccurring briefings, reporting requirements and timely responses to correspondence.

Authorities
P.L. 115-407. Veterans 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.

Activities
Communicates regularly with VSO officials to help VA respond effectively to the needs of Veterans represented by the organizations.

- Attends VSO conferences and national conventions and communicates with Veterans concerning issues they feel strongly about.

- Informs the Department about VSO members' testimony on Veterans' 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.

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.

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 travel for SECVA, DEPSECVA and COSVA.

Office of Protocol

Overview

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

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 VA Central Office (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 (the gifts that the VA has ordered for the SECVA to present to others).

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, personnel records management, acquisitions, correspondence, information technology, emergency preparedness and space and property management.

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 Resource guidance, personnel recruitment and staffing support through coordination with servicing human resource center.
- Manages OSVA's acquisitions process to procure supplies, and services necessary for day-to-day operations.
- Plans and coordinates special projects and emergency preparedness activities (e.g., Continuity of Operations Plan).

VA History Office

Overview

On April 10, 2020, the SECVA announced the establishment of the VA History Office (VAHO), the principal enterprise-wide management office for centralized VA historical initiatives. The mission of the VAHO is to establish an overarching program to collect, preserve and provide access to our relevant historical records and artifacts to tell a comprehensive story of VA and its predecessor organizations. The VAHO, headed by the Chief Historian, comprises a History Program Office, located at VA Central Office in Washington, D.C., and a National VA History Center (NVAHC), to be established in two historic buildings on the Dayton VA Medical Center campus in Dayton, Ohio.

Activities

- Manages the Department's history program at the enterprise-level.
- Maintains oversight of all VA Administration Historians to synergize the overall VA history program.
- Supports the overall VA mission by facilitating access to historical materials for researchers, writers, and historians to interpret the significance of the unique relationship between America and its Veterans, and to provide historical information to VA leaders and employees as an applied history tool for contemporary decision making.
- Oversees the public-private partnership to develop the NVAHC, a centralized location for the storage, preservation and exhibit of VA artifacts and archives.
- Develops standards, policies and procedures for VA on archival and artifact collection, documentation and preservation.
- Manages and utilizes communications tools to promote awareness of VA's history to internal and external constituencies.
- Collaborates with external partners in the academic, museum, archival, and historical research professional communities to advance knowledge of, and interest in VA history.
- Establishes unified programs to document VA history through publications, oral histories, lessons learned protocols, training and special projects and exhibits.

Authorities

38 U.S.C. Chapter 5. Authority and Duties of the Secretary.

Secretary of Veterans Affairs Memorandum, Establishment of the VA History Office (VIEWS 2244150), dated April 10, 2020.

Memorandum of Agreement (MOA) Among the Department of Veterans Affairs and Partners in the Dayton, Ohio, community, signed January 21, 2017, by former Secretary of Veterans Affairs David J. Shulkin and MOA Partners.

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 Executive Director serves as the primary advisor to the SECVA and senior officials on all matters related to policy, legislation, programs, issues and initiatives affecting women Veterans.

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, 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 regulations. ORPM ensures regulations are drafted clearly, comply with applicable legal and technical requirements, comply with the Administrative Procedure Act (APA), and Executive Order 12866. ORPM also advises SECVA and senior officials on all matters related to regulations including coordination within VA, Office of Management and Budget (OMB), OIRA, Federal Register (FR), other Federal agencies and with Congress.

Activities

- Serves as the Department's Regulatory Policy Officer and as such is the direct liaison with EOP, OIRA, FR and OMB.

- Trains VA program offices on the regulation (rulemaking) process, including the types of regulations, APA requirements, E.O. 12866 requirements, compliance with OMB's Circular A-4, how to draft regulations, how to draft Regulatory Impact Analyses, and the entire rulemaking 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 new and revised regulation (including adequate resources—financial, staffing, messaging, and Information Technology (IT)).

- Tracks and facilitates the movement of each regulation through concurrence within VA, OMB, OIRA and the FR.

- Serves as the Departments FR Liaison Officers.

- Manages the publication of all VA regulations and a majority of VA's Notices through the FR, to include posting and processing all public comments received on the published regulations and most notices.

- Serves as a key advisor/member on Department-level working groups that have policy and regulatory implications, such as National Academy of Science, Engineering and Medicine (NASEM) Strategic Work Group, NASEM Technical Work Group and advisory and change control boards and committees for the Federal eRulemaking system.

Center for Minority Veterans

Overview

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

Activities

- Serves as the principal advisor to the SECVA and senior leaders 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 three VA Administrations.

- Manages the activities of the Advisory Committee on Minority Veterans, including site visits and Veterans Town Hall Meetings.

- Conducts outreach to communities with high-minority Veteran populations and minority-serving institutions.
- Consults with key representatives from major VSO, local agencies and other Federal agencies to increase outreach activities to designated minority Veteran groups.
- Conducts joint outreach with other VA Staff 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 provides management oversight and administrative support to the Department's 27 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.

Activities

- Establishes clear goals, standards, and uniform procedures for Advisory Committee activities:
- Ensures that all VA Advisory Committees comply with the provisions of the FACA and other Federal laws and regulations.
- Ensures that VA Advisory Committee meetings are open to the public as appropriate and announced in the FR.

Authorities

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

Office of Survivors Assistance

Overview

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

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.

Veterans Benefits Administration

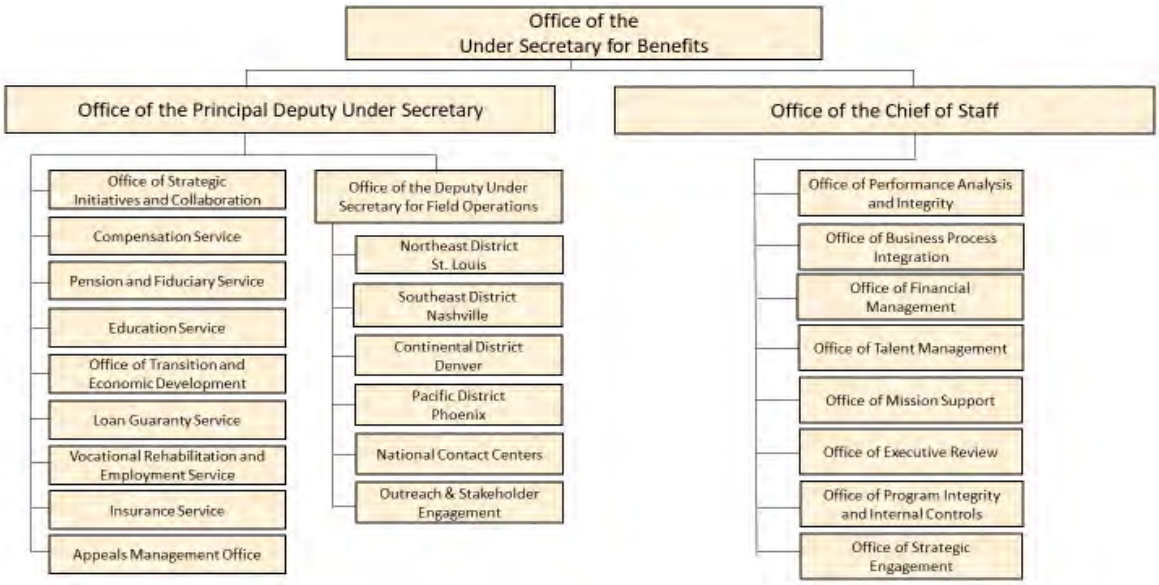

Figure 3 - Veterans Benefits Administration

Alternate representation of the VBA 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 Under Secretary for Benefit'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.

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 Department of Veterans Affairs (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 Committee (BEC) and a member of the Joint Executive Committee. Works with the Office of Warrior Care Policy and other DoD entities. Coordinates, develops, and recommends milestones for the BEC working groups that are reported in the Joint Executive Committee (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.

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 line of business activities, in support of the USB strategic priorities. OSIC's core mission is to cultivate partnerships for enterprise-wide integration, with its team of expert strategists in customer centricity, strategic communications, collaboration solutions and continuous process improvement.

OSIC executes its mission through the following four functional teams: Strategic Initiatives, Enterprise Collaboration, Customer Experience and Veterans Correspondence.

The Strategic Initiatives Team supports VBA projects and initiatives by providing project management advice and subject matter expertise. The team also supports the development of project management artifacts (such as project plans/schedules and periodic status reports), as well as reviews and provides guidance on project deliverables.

The Enterprise Collaborations Team serves as engagement liaisons to the lines of business and the VBA enterprise at-large. They engage with lines of business on points of integration between each other to foster increased collaboration. This includes supporting lines of business as they prepare for monthly performance reviews with the USB, meeting regularly with business line leadership to gather information, and to conduct project needs assessment.

The Customer Experience Team serves as the primary liaison between VBA and the VA Office of Veterans Experience. The team assists lines of business in the development of customer experience strategies and support related efforts such as survey design, analysis, service recovery, reporting and improvement expertise.

The Veterans Correspondence Team provides communications materials from production to delivery in support of the VBA lines of business. The team ensures consistent and accurate messaging to the Veteran Customer in an easy to understand format. They also train VBA employees on writing and editing techniques to help them create straightforward, reader-focused communication.

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.

- Human-Centered Design (HCD): Provides technical support in developing design artifacts, such as Journey Maps, User Personas, etc.
- Strategic Communications: Provides VBA Line of Business with simplified customer-focused writing techniques, templates and tools.
- Engagement Management: Supports the planning and execution of strategic initiatives and collaboration efforts.
- Program/Project Management: Coordinates the deployment of organizational resources and fosters an integrated approach to portfolio management.
- Organizational Performance Assessment: Assesses program execution and service delivery performance and identifies improvement areas.
- Business Process Re-engineering: 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.

Activities

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

- Drafts and implements 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, VA Schedule for Rating Disabilities (VASRD).
- Coordinates legislative and regulatory changes and updates to VBA’s business programs that are utilized for claims processing.
- Advises and participates in various Department-level workgroups in response to recommendations from National Academy of Sciences, Engineering and Medicine Reports for any potential policy impacts on the disability compensation program.
- Advises on operational and policy requirements to implement the law and effect leadership decisions regarding compensation.

- 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, regulatory 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.

- Serves as liaison to external stakeholders, such as the DoD, 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 VBA's *Adjudication Procedures Manual*, M21-1.

- 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 Service members to ease the transition into civilian life.

- Collaborates with DoD to design and continuously improve the disability evaluation process for Service members 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 Veterans Health Administration (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 non-rating 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.

- Conducts advisory reviews and participates in special case reviews.

- 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.

- 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 information technology (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 (OIT), 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

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.

Activities

In administering the pension, DIC, burial benefit and fiduciary programs, P&F Service develops rulemaking and policy requirements, and conducts advisory reviews in support of the programs.

- Drafts proposed and final rules.
- 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.

P&F Service develops and disseminates procedures for the administration of the pension, DIC, burial benefit and fiduciary programs.

- Issues and administers procedural guidance implementing initiatives and laws governing VA benefits.
- Updates the VBA manual, M21-1, *Adjudication Procedures*.

- Creates and maintains forms and letters used in the adjudication of pension, DIC, burial benefits and for the fiduciary program.

- Establishes and maintains computer-matching agreements between VBA and other Government agencies.

P&F Service develops, facilitates and oversees training for VA employees involved in processing pension, DIC and burial claims, as well as for VA employees administering the fiduciary program.

- Develops, supports, and facilitates training for new, intermediate and journey-level employees at Pension Management Centers (PMCs) and Fiduciary Hubs.

- Develops, maintains, supports and monitors the National Training Plan for claims processors and employees administering the fiduciary program.

- Collaborates with the PMCs and Fiduciary Hubs to ensure that all training products are accurate and consistent with P&F Service directives and meet the needs of claims processors to produce accurate and timely decisions.

- Collaborates with Office of Talent Management to develop new training products and methods of training delivery and oversight.

P&F Service executes the development and maintenance of business line software applications, systems and data.

- Provides internal coordination of business requirements to include automation and collaborates with OBPI and OIT for systems requirements for claims processing and fiduciary program oversight activities.

- Develops innovative system 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.

P&F Service assesses claims processing accuracy nationwide for pension, DIC, burial and fiduciary workload.

- Conducts national quality reviews of regional offices, PMCs and Fiduciary Hub decisions.

- Conducts audits and special focused reviews to ensure compliance with policy and procedures.

- 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 stakeholders to improve outreach efforts to Veterans and survivors on the pension, DIC and burial benefit programs.
- Develops business requirements and works with OIT to deliver functionality that improves the timeliness, quality and transparency of decisions made related to these programs.

Authorities

38 U.S.C. § 1315 and 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.

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 DoD 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 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 SAA, 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 Office of Inspector General (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 Service members, Veterans and their families.

Activities

TED educates transitioning Service members, 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 (TAP).
- Delivers VA Benefits and Services courses and other TAP events to approximately 200,000 transitioning Service members per year at over 300 military installations worldwide.
- Oversees on-site TAP course evaluations and conducts follow-up participant survey research to inform program improvements.
- Collaborates with DoD and other Federal partners to enhance transition benefits and services under the Military to Civilian Readiness Pathway (M2C Ready) framework.
- Delivers educational and career counseling to transitioning Service members, 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 implements 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 Service members and Veterans.

TED empowers transitioning Service members, 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 Service members within VA.

Loan Guaranty Service

Overview

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

Activities

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

- Increases the participation and performance of private-sector program stakeholders and participants (i.e., lenders, builders, real estate agents, and appraisers) by performing oversight functions and through varied communication/outreach activities and training sessions.

- Builds and enhances cross-cutting partnerships with private-sector trade groups (e.g., Mortgage Bankers Association, National Association of Realtors, National Association Home Builders, National Association of Mortgage Brokers, the Appraisal Institute, etc.), mortgage banks, and other Government agencies (e.g., the Department of Housing and Urban Development, DoD and the Department of Treasury).

- Increases Veteran and Service member 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 Service members 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 undertakes and supports 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 Veterans and Service members with severe service-connected 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.

- Executes Vocational Rehabilitation and Employment (VR&E) Housing Adaptation Grants on behalf of the Independent Living (IL) program for IL participants who require housing adaptations as part of their rehabilitation plan.

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 into memorandums of understanding that outline the rights and responsibilities of the respective government 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) 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 and external 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.

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 Office of Financial Management (OFM) 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 socio-economic 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 VR&E 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 Service members 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 Service members 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, Service members 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 Service members 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 Office of General Counsel (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.
- Updates tools that make policy, procedures, regulations and training materials easily accessible to staff.
- VR&E is in constant collaboration with 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 Service members and their

families, as well as traumatic injury protection insurance for Service members. 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.

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 Service members', 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) leads VBA's effort to support Veterans, their family members and survivors by delivering timely, accurate, and fair decisions through an efficient administrative review process as authorized by the Veterans Appeals Improvement and Modernization Act of 2017 (AMA). This office successfully implemented the new appeals system as authorized by the AMA on February 19, 2019. AMO oversees remaining legacy appeals operations at VBA's regional offices (ROs) as well as the higher-level review program under AMA currently processed at VBA's decision review operations centers (DROCs).

Activities
AMO serves as the Center of Excellence for modernization and collaboration to improve decision review and claims resolution processes through program oversight and by providing quality service to all stakeholders.

AMO developed and continues to monitor the regulatory and procedural framework for the modernized decision review process and legacy appeals system to ensure timely and accurate benefits decisions.

- Drafts proposed and final rules.

- Advises on operational and policy requirements that affect leadership decisions.

- Represents VBA on legislative and policy matters and special projects related to VBA's decision review program.

- Develops and disseminates procedures for the adjudication of higher-level reviews and legacy appeals.

- Issues and administers procedural guidance implementing initiatives and laws governing VA benefits and oversees VBA manual, M21-5, *Appeals and Reviews*.

- Creates and maintains forms and letters used in the adjudication of compensation benefits.

- AMO addresses the tools, behaviors and organizational changes necessary to improve internal and external service efforts and activities.

- Liaises with external stakeholders, such as the DoD, Social Security Administration and the Department of Justice, to provide subject matter expertise on Veterans benefits and the decision review program.
- Collaborates with VBA stakeholders to develop and support system requirements for automation and other information technology functionality.
- 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.
- 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.
- AMO ensures the accuracy of higher-level reviews and legacy appeals nationwide through the oversight of its quality assurance and training programs.
- Develops, facilitates and oversees training for VBA employees involved in processing higher-level reviews and legacy appeals of VBA benefits.
- Conducts consistency and special focus reviews to ensure accuracy.
- Conducts nationwide site visits to ensure DROCs follow VBA policies and procedures pertaining to processing higher-level reviews and legacy appeals of benefit decisions.
- Ensures RO appeals personnel and DROC personnel deliver benefits and services to Veterans, Service members, their families and survivors efficiently.
- Oversees appeals and DROC employee performance and compliance with mandatory training requirements.
- Ensures program and data integrity compliance through a national quality assurance program to improve quality levels for legacy appeals and higher-level reviews.
- AMO oversees all operational facets of the higher-level review and legacy appeals programs, including workload management, data analytics, resource allocation, performance targets and performance measurement pertaining to said programs.
- Formulates, validates and executes budgetary requirements.
- Develops station and national productivity targets for VBA's decision reviews and legacy appeals.

- Monitors, tracks and evaluates national workload systems pertaining to higher-level reviews and legacy appeals.
- Provides oversight of resource management for VBA's legacy appeals and DROC personnel.
- Provides the ROs and DROCs with direction, guidance and oversight when implementing new and revised programs, policies, initiatives and applications for processing decision reviews and legacy appeals.
- Creates and maintains a working environment that is free of discrimination and assures diversity and inclusion in the workplace.
- Ensures that plans exist, and field offices implement plans to recruit, select, train, coach, retain, motivate, empower, and advance employees; and promote 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

P.L. 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, ROs, the Records Management Center (RMC), the National Work Queue (NWQ), the Office of Outreach and Stakeholder Engagement, and VBA's National Contact Centers. Additionally, OFO oversees operations at satellite offices 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 claims, processed at the three Pension Management Centers; and appeals associated with such claims. OFO also supports the operations and delivery of loan guaranty and education benefits through RO leadership and support.

Activities

OFO ensures that field offices deliver benefits and services to Veterans, Service members, 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 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, ROs, and O&E 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. 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 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.

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.

Outreach and Stakeholder Engagement

Overview

Outreach and Stakeholder Engagement (O&E) serves as an advocate for Service members, Veterans, eligible beneficiaries and other stakeholders, to ensure they are knowledgeable and informed about accessing and receiving VA benefits and services. O&E creates a consistent VBA message and provides oversight of regional office general outreach activities in addition to outreach for special emphasis programs, such as women, minority and elderly Veterans. The essential mission of O&E is to educate and create awareness among potentially eligible Veterans about the special programs created for their benefit.

Activities

Within the Office of Field Operations, O&E is charged with ensuring a strong VBA presence with a unified message across the Nation and carrying out VBA's statutory outreach responsibility. O&E is also responsible for collaborating with internal and external stakeholders to advocate for Veterans, Service members and eligible beneficiaries to ensure they are knowledgeable and informed about accessing and receiving VA benefits and services. Moreover, O&E 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 Service members, Veterans and family members.
- Facilitates targeted outreach campaigns to disseminate information about VA benefit programs.
- Coordinates with external governmental and non-governmental 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 oversight 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 Reporting 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 M27-1 to administer RO general outreach activities and special emphasis outreach programs.
- Develops and maintains VBA outreach publications to include fact sheets, pamphlets and brochures.
- Directs the activities of the ROs in actively engaging Service members, 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.
- Provides Designated Federal Officer oversight for the Advisory Committee of Former Prisoners of War.
- Works directly with the Social Security Administration and the Department of State to provide training to foreign benefit unit personnel assigned to U.S. embassies to support Veterans living overseas.
- Manages the Overseas Military Service Coordinator Program for VA that currently operates in four countries: Federal Republic of Germany, Italian Republic, United Kingdom and Japan.
- Manages the Office of Client Relations with responsibility for 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. Additionally, provides expert knowledge on special issues and problems that require in-depth technical analysis and develops pertinent facts and communicates with Veterans, their beneficiaries and senior officials to resolve issues.
- Oversees the coordination of service recovery throughout VBA and ensures consistent and accurate measures are taken to provide comprehensive responses.

National Contact Centers

Overview

The National Contact Centers (NCC) ensures consistent, high quality customer facing interactions across multiple access channels by overseeing the development and implementation of customer-focused policies and procedures and training of the seven NCCs for the VBA toll-free number, the Board of Veterans' Appeals (BVA), the National Inquiry Routing and Information System Response Center (NIRC), and the Regional Office Public Contact Teams (PCT).

Activities

- 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.
- Provides training to contact center managers, coaches, management analysts, training coordinators, quality review specialists, and lead legal administrative specialists in the NCCs,, NIRC and PCTs 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.

NCC assesses program and operational deficiencies at VBA regional office public contact locations, the VBA National Call Center, and the VBA National Inquiry Routing Information System Response Center.

- Conducts random, monthly call interaction quality reviews for immediate and long-term improvements.
- Reports weekly and monthly call center quality trends for local and national training and guidance dissemination.
- Conducts monthly focused, special reviews on long calls, Spanish calls and local quality review specialist evaluations.
- Administers call calibration studies to assess nationwide consistency in local evaluation determinations.
- Develops and provides training to new VBA National Call Center local quality reviewers.
- Creates and implements operational protocols to ensure program compliance, consistency and efficiency across VBA regional office public contact and national call center locations.

- Conducts site visits to VBA regional office public contact and national call center locations to evaluate program and operational processes for accuracy, consistency, integrity and the identification of best practices for sharing across contact centers.

- Conducts site specific frontline employee training related to operational assessment findings for accelerated improvements at regional office public contact locations.

- Reports VBA National Call Center quality outcome measures for tracking target goals in VBA's Director Performance Plan and the VA Annual Performance Plan and Report, and quality outcomes specific to the VBA National IRIS Response Center for the VBA Director Performance Plan.

- Coordinates all operational activities and performs analysis and review of key call center performance indicators and makes recommendations to improve operational efficiency and overall performance.

- Generates call volume forecasts, reviews call trending and adjusts agent scheduling to meet call volume demand and optimize the agent workforce.

Authorities

38 U.S.C. §§ 306, 320, 7703(5) Chapters 20, 63. Under Secretary for Benefits.
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 Office of Financial Management, Office of Performance Analysis and Integrity, Office of Business Process Integration, Office of Mission Support, Office of Talent Management, Office of Executive Review, Office of Strategic Engagement and Office of program integrity and internal controls.

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 government 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 Office of the Secretary (OSVA), Office of Management (fiscal and budget issues), OCLA, OPIA, OGC and OAWP.

- Oversees VBA's strategic communications processes and efforts to strengthen VBA's relationship with Veterans, Service members 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.

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.

- 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.

- Maintains and hosts Corporate data and data from other external entities used to support critical VBA mission objectives.

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

Advance Analytics supports PA&I's mission through:

- Workload Forecasting: Develops statistical models to accurately forecast Compensation and Pension Program (C&P) receipts, inventory, production and timeliness. Statistical Sampling: Collaborates with VBA business lines to facilitate robust statistical sampling practices for audit and quality reporting.
- NWQ Quality: Analyzes the change in STAR Quality after the launch of NWQ.
- Research studies: Uses statistical methods to conduct detailed studies into specific questions about the claims process and claims decisions.
- Claims Deferral Probability Modeling: Based on Veterans and claims characteristics, predicts the likelihood that a disability compensation claims will be deferred for additional development.

The Business Intelligence team (BI) studies and evaluates VBA workload, performance and process data and information to identify key issues.

The BI Staff:

- Compiles and publishes a many recurring reports required for VBA workload management and Regional Office performance.
- Maintains EPR (Employee Performance Report) which reports on employee production and quality.
- 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.

- Analyzes workload outliers and help point to potential best practices.
- Reviews are conducted in cooperation with the VBA Central Office staff, Office of Field Operations and VA ROs.

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 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.

Activities

- Serves as VBA's Executive Advocate with VA Office of Information and Technology (OIT).
- 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.

Activities

- OFM manages and directs all budgetary activities involving the VBA housing, insurance and vocational rehabilitation programs. 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.

- Develops the five-year resource framework to program outyear funding, validate and prioritize future resource requirements and align these resources and requirements to VBA strategic goals and objectives.

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 ROs 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 ROs 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.
- Oversees VBA's Centralized Administrative Accounting Transaction System (CAATS). CAATS serves as the central interface to the Financial Management System (FMS) for VBA and National Cemetery Administration (NCA). This system has been identified as a legacy system and will be retired once iFams is operational for VBA.
- 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

Overview

The Administrative and Loan Accounting Center (ALAC), located in Austin, Texas, provides financial management support and fiscal oversight to VBA's Loan Guaranty (LGY) housing programs and General Operating Expense (GOE) administrative accounting operations 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.

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 OIT 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 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 GOE administrative accounting for VBA.

- Processes financial transactions for VBA ROs nationwide. The transactions include budget, obligations, payments, receivables, deposits, accruals, advances and cost adjustments.
- Reviews VBA financial transaction processing and management system reports for ROs, VBA management, VA Central Office (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 ROs 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's Office of Talent Management 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 (iFAMS) 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.

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

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.

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. This includes 13 benefit programs paid via compensation &pension and education funding. Assists ROs with inquiries related to benefit payments and returned funds.

- Manages all Equal Access to Justice Act (EAJA) payments and returns and coordinates such payments with the OGC.

- Manages the processing of all GOE Service Obligations for VA Central Office.
- Manages various accounting and fiscal transactions and coordinates the utility of financial programs and systems with Hines Information Technology Center (ITC).
- Manages various FMS General Ledgers to Veteran detail reconciliations and coordinates the utility of detail records with PA&I.
- 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 and post payment activity ensuring the reliability and accuracy of the accounting and fiscal data that process through the systems.
- Facilitates OIG, 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 according to VA Policies.

The VBAFC 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 DoD.
- 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) 36000201 to Department of Treasury.

The VBAFC 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.

- Provides oversight and processing of return of funds received from Treasury and ensuring updates to the beneficiary accounts are applied timely and accurately.
- Reviews and researches Notice of Reclamation cases for electronic funds transfers (EFT) deposited after death by working with Treasury and Financial Institutions on collection of funds within our legal rights.
- Prepares correspondence to payees and VBA ROs 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 (RATS) application.
- Centralizes all non-receipt claims and all aftereffects for Compensation and Pension cases, Ch 31, Ch 21 and Ch 39. Reps paper and EFT tracer requests.
- Maintains the Recert mailbox for inquiries from the field on all post payment activity.
- Maintains the Recert Hotline for all customer contacts from Treasury, Financial Institutions, Veterans and Beneficiaries on VBA Benefit Payment and Post Payment activities. Acts as an intermediary and ensures all inquiries are routed to the proper office for resolution.
- Assists Treasury and the field offices on Congressional inquiries regarding post benefit payment issues.

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 Talent Management

Overview

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

Activities

Human Capital Programs:

- 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.
- Manages administrative functions of the Worker’s Compensation program including employee training, access, reporting and submissions.
- Assesses efficiency and effectiveness of VBA Human Capital Management programs.

- Implements and executes VA Office of Human Capital, Diversity & Inclusion program activities.
- Delivers employee engagement surveys, tools and other resources to gauge and improve employee satisfaction that contribute to mission success.
- 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.

Training Programs:

- 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.
- Provide professional consultation and expertise in Instructional Systems Design (ISD) and Human Performance Improvement (HPI) from personnel with advanced level degrees in these disciplines.
- Actively consult and partner with all VBA Services to identify future training needs and develop appropriate plans and interventions to influence the improvement of performance (at individual, process and organizational levels).

- Models training excellence for the VBA training community by providing a mature training systems framework, resources, tools and developmental opportunities.
- Strictly adheres to and complies with Federal regulations and policies to ensure stringent controls as entrusted stewards of tax dollars.
- Provides standardization in optimal technical solutions for VBA's enterprise-wide training infrastructure by providing modernized learning platforms, systems, tools, training products and expert support services.
- Builds and maintains VBA's Supervisory and Leadership talent bench.
- Develops and implements enterprise-wide training initiatives to provide professional development opportunities to build a "world-class" VBA Human Resources community.
- Creates and maintains resources for the HR Community.
- Establishes partnerships and collaborate with reputable Human Resource entities.
- Provides long-term talent development and management for HR personnel throughout their careers.
- Influences HR performance improvement at individual, process and organizational levels.
- Maintains and sustains HR training programs and initiatives.

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 Mission Support

Overview

The Office of Mission Support 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.

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 (OER) ensures the quality and accuracy of information that is submitted for approval or concurrence of the Under Secretary for Benefits. In this capacity, OER manages and processes VBA's input or response on controlled correspondence from Congress and affiliated offices (Congressional Budget Office, Congressional Research Office, etc.), VSOs, other public and private sector individuals and groups, as well as Veterans, Veterans' families and the public. OER also is the VBA liaison office to the Office of Congressional and Legislative Affairs to respond to requests from Members of Congress for VBA information, as well as hearing support and technical review and input on proposed or pending legislation. In addition, OER manages annual development of VBA's legislative agenda (also known as OMB's A-19 process).

Activities

- Ensures program and Staff Office adherence to controls for assigned communications and monitors for compliance.

- Reviews all correspondence and other communications 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.
- Monitors and analyzes Congressional legislative activity that would impact Veterans benefits programs; supports legislative hearings and testimony and facilitates technical assistance.
- Manages 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 GAO; coordinating and facilitating oversight activities with VBA business lines and Staff Offices.

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; OIG's Semi-Annual Reports to Congress; GAO's biennial High Risk Area report; GAO's annual Priority Recommendations report; and GAO's annual Duplication Mandate report.

Office of Strategic Engagement

Overview

The Office of Strategic Engagement supports internal and external stakeholders to ensure effective communication is maintained with Veterans, dependents and their advocates needing to know more about VBA benefits associated with military service.

Activities

Delivers communications, marketing strategies and tactics throughout the enterprise and ROs along with managing platforms for media relations and digital communications.

- Creates a collaborative internal network that deploys trusted Veterans Benefits information across all media.

- Collaborates with business lines and ROs to inform, engage and support VBA beneficiaries, as well as internal and external stakeholders.

- Develops communications plans, products/tools and educational materials to be disseminated and delivered to internal and external audiences through different media platforms such as: blogs, op-eds, articles, social media posts and videos.

- Develops and executes digital strategy using creative ways to bring awareness to Veterans, their families, stakeholder and attempts to gain new followers via social media platforms like Facebook, LinkedIn and Twitter.

- Leads VBA's media relations effort and assists the Office of Public and Intergovernmental Affairs and the field with media queries.

- Provides 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, public service announcements videos, webcast and informal presentations.

Veterans Health Administration

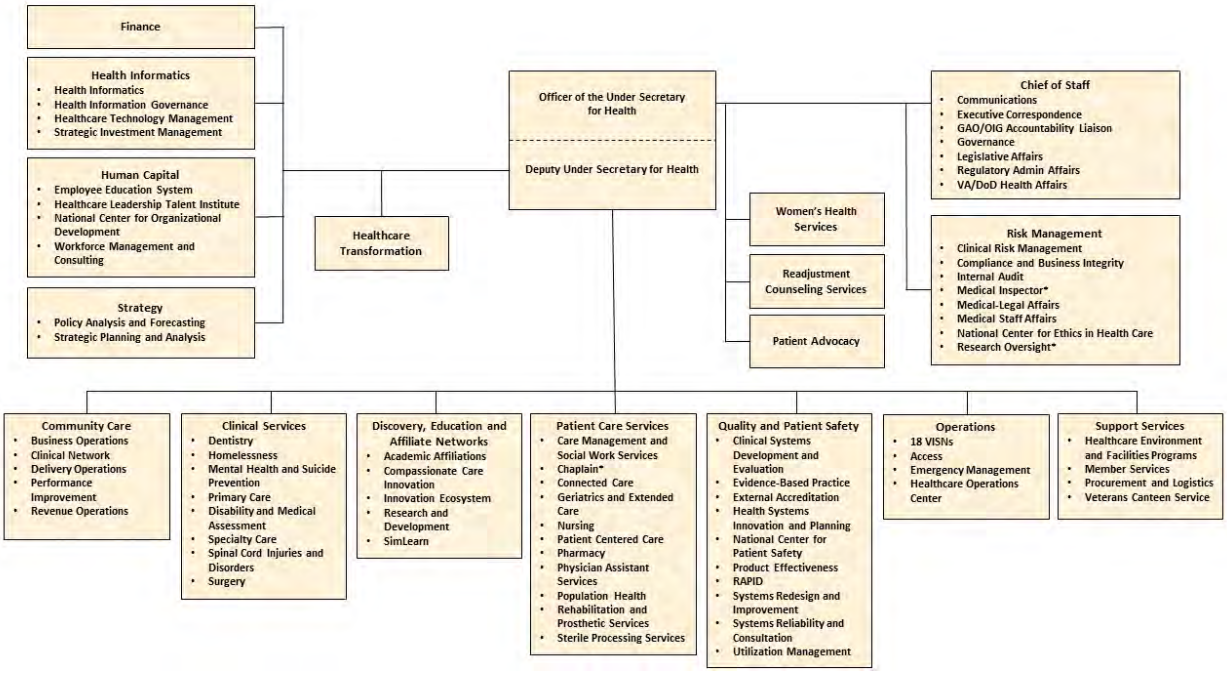

Figure 4 - Veterans Health Administration

Click here for an Alternate Representation of the 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) 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.

The immediate Office of the USH comprises several program offices that are critical to the mission of VHA: Office of Readjustment Counseling, Office of Patient Advocacy, Office of Women's Health, Office of the Chief of Staff, Assistant Under Secretary for Risk Management, Office of Chaplain Services.

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, 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. 111-8. Omnibus Appropriations Act, 2009.
P.L. 99-166. Veterans' Administration Health-Care Amendments of 1985.
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. 106-117. The Veterans Millennium Health Care Benefits Act.
P.L. 112-10. Department of Defense and Full-Year Continuing Appropriations Act, 2011.
P.L. 115-182. The 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. § 17.38 Medical Benefits Package.
21 U.S.C. § 321. Definitions; Generally.
42 U.S.C. § 362. The Public Health and Welfare.
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. Chapter 78. Veterans Canteen Service.
VA Directive and Handbook 4020. Personal Funds of Patients Policy.
VA Directive 0007. Interagency Coordination of Complex Care, Benefits and Services.
VA Directive 0022. Religious Symbols in Holiday Displays in VA Facilities.
VA Directive and Handbook 0802. Federal Recovery Coordination Program.
VA Directive 6550. Pre-Procurement Assessment for Medical Device/Systems.
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.

Office of Women's Health

Overview

Women's Health (WH) oversees program and policy development for women Veterans in VHA and provides strategic support to implement positive changes in the provision of services for all women Veterans. WH works to ensure that timely, equitable, high quality, comprehensive health care services are provided in a sensitive and safe environment at VA facilities nationwide. WH programs include comprehensive primary care, women's health education, reproductive health, communication and partnerships.

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.

Authorities

P.L. 115-182. The 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.

Office of Readjustment Counseling Services

Overview

The Office of Readjustment Counseling Services (RCS), within VHA, consists of 300 Vet Centers, 83 Mobile Vet Centers, 20 Outstations, over 1000 Community Access Points (this number fluctuates dependent on demand), and the Vet Center Call Center (877-WAR-VETS). RCS is tasked with providing eligible individuals with direct counseling, outreach and referral. Vet Center services are available in all 50 States, District of Columbia, Puerto Rice, U.S. Virgin Islands, Guam and American Samoa.

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 are 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 ADSMs 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 and counseling to help families cope with the deployment of a loved one. Services do not require enrollment in 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, are strictly confidential and without time limitation.

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.vetcenter.va.gov.

Activities

- Vet Centers provide individual, group, marriage and family counseling, and care coordination/ referral to assist Veterans and ADSMs in resolving combat- and service-related trauma and readjusting to life after deployment. These services are provided by VHA-qualified mental health

professionals, most of whom are also Veterans. The Vet Centers' Veteran-to-Veteran peer model is critical in helping Veterans and ADSM overcome stigma and combat-related avoidance tendencies.

- Vet Center staff strive to decrease barriers associated with accessing services such as maintaining regularly scheduled non-traditional hours, to include evening and weekends, and providing services to communities distant from the 300 "brick and mortar" Vet Centers Vet Center Outstations and Community Access Points.

- Vet Centers outreach function is focused on increasing access to Vet Center services for Veterans and ADSMs through creating face-to-face connections with potentially eligible individuals and developing relationships with VA and community partners (bi-directional referrals).

- RCS maintains a fleet of 83 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, ADSM and their families in need of services. The placement of these vehicles is designed to cover a national network of designated Veterans Service Areas 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 collaborate 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.
P.L. 115-182. The 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. § 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 Patient Advocacy

Overview

The Office of Patient Advocacy (OPA) Honors America's Veterans through the delivery of world-class advocacy services to advance and influence the health care of our Veterans. The OPA 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.

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.

Client Services Response Team

Overview

The OPA Client Services Response Team (CSRT), 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.

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.

Authorities

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

Deputy Under Secretary for Health

Overview

The Office of the Deputy Under Secretary for Health (DUSH) ensures the integration, effectiveness and reliability of the systems and programs supporting the health and well-being of our Nation's Veterans. The DUSH performs the duties of the USH in his or her absence. As the Chief Operating Officer for VHA, the DUSH leads and collaborates with the Assistant Under Secretaries for Health (AUSH) for Community Care (OCC), Clinical Services (CS), Discovery Education and Affiliate Networks (DEAN), Patient Care Services (PCS), Quality and Patient Safety (QPS), Operations, and Support Services (SS) to provide leadership, guidance and strategic direction in support of the mission of the USH and VHA.

The Office of the DUSH comprises several program offices that are critical to the mission of VHA: Office of Healthcare Transformation (OHT), Office of the Chief Health Informatics Officer (CIO) Office of the Chief Financial Officer (CFO), Office of the Chief of Human Capital Management (CHCM), and the Office of the Chief Strategy Officer (CSO)

Activities

- The DUSH 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 AUSH, chief officers, network directors, and program officials in VHA Central Office (VHACO) 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. 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.

Office of Healthcare Transformation

Overview

The Office of Healthcare Transformation (OHT) plans, engineers and implements enterprise-wide 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 health care systems engineering, deriving safe, comprehensive and efficient solutions within optimized platforms of care delivery.

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, COVID response, Modernization, Electronic Health Record Modernization and the ongoing Access improvement efforts 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 health care engineering analysis and tools to understand the scope and nature of current health care delivery deficits and process bottlenecks.

- Designs health care 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 health care strategy.

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

Authorities

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

Office of the Chief Finance Officer

Overview

The Office of the CFO 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 Program for VA. The Office of the Chief Finance Officer comprises 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 (located in Washington, D.C. 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 Payment Integrity Information Act (PIIA, formerly Improper Payments Elimination and Recovery Act (IPERA)). The Office is subdivided into two sections: Financial Analysis and Oversight, and Improper Payments and Analysis.

Activities

- Provides reporting on PIIA 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 financial operational internal controls consistent with official guidelines and develops the annual VHA Statement of Assurance over Financial Operations report for the AFR.
- 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 (located in Washington, D.C. and Braintree, Massachusetts) provides VHA budget formulation, allocation, execution and analysis and health care workload and cost analyses.

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 Assistant Secretary of VA, and the monthly execution and enrollment report for OMB. Manages annual budget execution for the VHA Headquarters.

- 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.

- Supports and provides ad hoc operational and historic reports to both internal and external stakeholders such as the VA Secretary and Congressional members as requested, often with sensitive outcomes and observations.

Finance Operations and Support Office

Overview

The Finance Operations and Support Office (located in Washington, D.C.) provides policy analysis, quality assurance and training functions.

Activities

- Establishes 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 technical career field advancement and coaching programs.

- Provides operational support for programs including Direct Deposit and Debit Cards for Beneficiary Travel programs.

Managerial Cost Accounting Office

Overview

The Managerial Cost Accounting Office (MCAO) 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.

Activities

- Responsible for the complete, accurate and timely processing of all VA activity-based cost data.

- Ensures that MCA operational practices and data processing have the highest level of standardization and transparency.

- Provides MCA subject matter expertise to the entire VA financial community, as well as VHA clinicians at all levels.

- Generates information content for and maintains the MCA Reports web Site, to include the development and maintenance of technically sophisticated web reports, dashboards 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. National Defense Authorization Act for Fiscal Year 2011.
38 U.S.C. Chapter 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 the Chief Officer for Health Informatics

Overview

The Office of the Chief Officer for Health Informatics (OHI) 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 health 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

Overview

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

Activities

- Provides national and VA leadership in management of health information for maximizing value to health care systems and Veterans. This leadership includes domains of policy, standards and market development to promote interoperability, seamless care and a learning health care 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) serves as VHA's subject matter and policy expert regarding privacy, 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.

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 Healthcare Technology Management

Overview

The Office of Healthcare Technology Management (HTM) 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.

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 Veterans Integrated Service Network (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.

Office of Strategic Investment Management

Overview

Strategic Investment Management (SIM) 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.

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 requirements 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 Human Capital Management

Overview

The Office of Human Capital Management facilitates VHA's ability to develop, recruit and retain a 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 Office of Human Capital Management recognizes that employees are VHA's most critical asset and is committed to achieving individual and organizational high performance. The goals of the Office of Human Capital Management are driven by VA and VHA missions, strategic goals, objectives and strategies.

Activities

- Responsible for all elements of human capital management within VHA.

- Supports the integration of policy, operations and oversight for more than 353,000 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 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 modernization transformation. To support this, conducts Department-wide assessment of organizational health annually providing data analytics and action planning consultation to ensure results are used to improve the workplace.

- 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.

Employee Education System

Overview

The Employee Education System (EES) provides training solutions and services to empower VA's development of a high-performing workforce that delivers exceptional care to our Veterans. VHA EES holds 17 national and two state Accreditations/Approvals for Continuing Education in the Healthcare Professions and American Board of Internal Medicine (ABIM) Maintenance of Certification (MOC) accreditation, benefitting VHA clinicians and administrators. The 508 compliant learning is delivered through face-to-face conferences, live, recorded and on demand videos, webcasts, webinars, podcasts, web-based training and animated learning, and educational gaming.

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, D.C. and six field-based offices located in Birmingham, Alabama; Cleveland, Ohio; Little Rock, Arkansas; Long Beach, California; Minneapolis, Minnesota; and St. Louis, Missouri.

Activities

- EES engages in the following functions and activities to provide education and training to the VHA and VA workforce:
- Serves as the largest single provider of accredited learning, alignment with 19 major health care accrediting bodies to provide a significant portion of the continuing education credits needed by VHA staff.
- Integrates VHA and VA workforce education and training efforts, including cross-cutting training, knowledge management and learning delivery and infrastructure initiatives.
- Fulfills rapid response to emergent enterprise-level training requirements.
- 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.
- Leads efforts to establish processes and tools to manage and oversee VHA compliance with VA requirements for conference approvals, reporting and oversight.
- Promotes the use of non-face-to-face learning options and increasing the percentage of all VHA programs that are delivered virtually.
- Serves as the VHA entity for education and training policy and guidance, including VHA controlled national policy for mandatory training and continuing professional education.
- Co-leads VHA's Learning Organization Transformation (LOT) subcommittee and VHA Mandatory Training Subcommittee, which aligns health professions training, staff education and workforce development within the VHA employee lifecycle model and determines mandatory training for the VHA workforce.

- Co-chairs the VA Mandatory Training Subcommittee which determines mandatory training for the VA workforce.

- Co-leads the Health Executive Committee Professional Development business line.

- 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 to the learner, continuing medical education/continuing education in the health professions training programs on the VHA Training Finder 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.

Healthcare Leadership Talent Institute

Overview

The Healthcare Leadership Talent Institute (HLTI) 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.

Activities

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

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

- Coordinates responsibilities among VA and VHA organizations for key elements of leadership and health care 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.

National Center for Organization Development

Overview

National Center for Organization Development (NCOD), 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.

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 on-site and virtual consultations to various organizational units, including intensive workplace interventions at all levels of the organization.

- Co-chairs the VA Employee Engagement Council and chairs the VHA Organizational Health Council as well as the VHA Employee Engagement Committee all of which are charged with integrating engagement initiatives and improving engagement across VA.

- Oversees VA Voices, which is designed to engage employees and promote collaboration to achieve the 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 to current and developing leaders within the organization and conducts the VA internal coach training program to build a broader cadre of coaches that are eligible for the International Coaching Federation (ICF) credential.

- 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 and development.

- Develops and applies multiple web-based assessment tools: VA Leadership Competency and Servant Leader 360-degree assessments; resilience assessment; and change management assessments as well as other site specific customized assessments.

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

Office of Workforce Management and Consulting

Overview

Workforce Management and Consulting (WMC) 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 human capital legislation, policies and programs, WMC also ensures that VHA maintains its position as a leader in the health care industry.

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 human resource (HR) professionals.

- Manages the recruitment and nomination process for VHA executive-level positions; advises senior level executives, field and program offices about 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; 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.

- Provides retirement annuity estimates, counseling and processing for retirement applications for all VA staff through the Retirement Shared Services Office.

- Provides full-service HR operations for 45,000 VA employees, including VHACO, specific VA Staff Office organizations and VA's Office of Information and Technology. Serves as the delegated examining unit for all VHA.

- 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 Personnel Security and Credentialing oversight to VISNs and Medical Centers through issuance of policy, technical guidance and consultative services focused on establishing consistency in suitability and credentialing-related practices.

- Develops and delivers enterprise-level systems and services in support of VHA's workforce and HR modernization through HR data and system integration, HR training and operational support programs, performance management, manpower management, workforce planning, data analytics and workforce recruitment and retention programs.

- Validates and maintains VHA organizational structure and position inventory to ensure effective span of control, organizational hierarchy and compliance with valid workload requirements; directs workforce planning for the VHA enterprise.

- Manages several employee educational initiatives to include scholarship programs such as the Employee Incentive Scholarship Program (EISP), National Nursing Education Initiative (NNEI), Health Professional Scholarship Program (HPSP) amongst others; as well as loan repayment programs such as the Education Debt Reduction Program (EDRP), Student Loan Repayment Program (SLRP), and Public Service Loan Forgiveness (PSLF).

- 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.

- Provides administrative, financial, and logistical oversight for all VHA Headquarters program offices and staff and operates the VHA Employee Transit Benefits Program, the National Employee Child Care Center Program, and the VA Public Health Service Commissioned Corps Officer Program.

- 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.

Authorities

P.L. 101–576. The Chief Financial Officer's Act of 1990.
P.L. 112-154 § 707. Honoring America's Veterans and Caring for Camp Lejeune Families Act of 2012. (38 U.S.C. § 517 effective October 1, 2012.).
P.L. 114-113. Omnibus Appropriations Bill, Division E, Title VII, Sec 739, 2016.
P.L. 45-592, as amended. The Inspector General Act of 1978.
38 U.S.C. § 309. Veterans' Benefits.
38 U.S.C. § 309. Chief Financial Officer.
38 U.S.C. § 517. Quarterly Reports to Congress on Conferences Sponsored by the Department.
38 U.S.C. § 7411. Full-time Board-certified Physicians and Dentists: Reimbursement of Continuing Professional Education Expenses.
38 U.S.C. § 7471. Designation of Regional Medical Education Centers.
38 U.S.C. Chapter 73. Veterans Health Administration - Organization and Functions.
41 C.F.R. Chapters 300-304. Federal Travel Regulation.
41 C.F.R. Chapters 300-304. Federal Travel Regulations (FTR).
5 C.F.R. § 410.404. Determining if a conference is a training activity.
5 U.S.C. § 4109 Government Employees Training Act (GETA).
5 U.S.C. Part III, Subpart D, Chapter 57. Travel, Transportation and Subsistence.
41 C.F.R. Appendix E to Chapter 301. Suggested Guidance for Conference Planning.
Federal Travel Regulation GSA Bulletin FTR 14-02. Clarification of Agency Reporting Requirements for Conferences.
H.R. 1625. Consolidated Appropriations Act, 2018.
E.O. 13589. Promoting Efficient Spending. 2011.
OMB M-12-12. Promoting Efficient Spending to Support Agency Operations.

OMB M-11-35. Eliminating Excess Conference Spending and Promoting Efficiency in Government.
OMB M-12-12. Promoting Efficient Spending to Support Agency Operations.
OMB M-17-08. Amending OMB M-12-12. Promoting Efficient Spending to Support Agency Operations.
U.S. Government Accountability Office Decision 43 Comp. Gen. 305, B-152331(1963).
Department of Veterans Affairs Financial Policy Vol II. Chapter 4. Awards, Ceremonies, Food or Refreshments, Gifts or Mementos.
Department of Veterans Affairs Financial Policy Vol XVI. Charge Card Programs.
Department of Veterans Affairs Financial Policy, Volume XIV, Chapter 10. Conference Planning, Oversight and Reporting, 2019.
Department of Veterans Affairs Office of General Counsel (OGC) Memorandum dated October 26, 2016 Conference Clarification.
Department of Veterans Affairs Financial Policy Vol II, Chapter 4. Awards, Ceremonies, Food or Refreshments, Gifts or Mementos.
Department of Veterans Affairs Financial Policy Vol XIV. Travel.
Department of Veterans Affairs Financial Policy Vol XVI. Charge Card Programs.

Office of the Chief Strategy Officer

Overview

VHA Chief Strategy Office (CSO) provides information, analysis and insight on VHA planning, policy, budget, performance and system design decisions aimed at improving Veterans' health care outcomes.

Office of Policy Analysis and Forecasting

Overview

Policy Analysis and Forecasting facilitates the delivery of high quality health care by providing analytics to support policy decisions and advance system effectiveness.

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 advances access to high quality health care services for Veterans and their families through effective and integrated system wide strategic thinking and planning.

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.

Authorities

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

Office of the Chief of Staff

Overview

VHA Office of the Chief of Staff (COS) works closely with the Under Secretary for Health, the Deputy and AUSH 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, regulatory affairs, VA/DoD Health Affairs, GAO/Office of the Inspector General (OIG) liaison, and the Governance Council, which is VHA's governing body.

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), OGC and 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. Chapter 73. Veterans Health Administration: Organization and Functions.

Office of Communications

Overview

The VHA Office of Communications (OC) 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 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, broadcasting and video, 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.

Activities

- Creates and maintains a consistent VHA communications strategy and message throughout all OC 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 facilitates the strategic integration of volunteers, donations and community partners to enhance care and benefits for America's Veterans.

Activities

- Manages the largest volunteer program in the Federal Government, providing professional volunteer administration practices for the utilization of health care 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 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.

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 oversees VHA's online presence, web content, social media, graphic design and limited video capability.

Activities

- Oversees internet, intranet, and social media content development and management for VHACO 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 promotes VA health care programs, history and accomplishments to internal audiences through executive communications and strategic communications-based initiatives.

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 Executive Correspondence

Overview
Under the leadership of the Director, the Office of Executive Correspondence administers the correspondence management program for the VHA. The Office 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.

Executive Correspondence staff reviews all correspondence for the signature of the Secretary of Veterans Affairs, Under Secretary and 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.

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, VSO, other Federal agencies, the media and the public on a wide variety of system issues, both proactively and in response to inquiries.

Government Accountability Office - Office of the Inspector General Accountability Liaison

Overview
The Government Accountability Office (GAO)-Office of the Inspector General (OIG) Accountability Liaison (GOAL) is VHA's primary liaison with the VA OIG and the U.S. 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."

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.

- Manages VA's portfolio for the GAO High Risk Listing titled "Managing Risks and Improving Veterans Health Care."

Office of the Governance Council

Overview

The Office of the Governance Council (OGC) is the Under Secretary for Health's governance structure for all policies, plans and procedures across the entire VHA system. The Office of Governance 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 Governance Council is responsible for developing, implementing, and monitoring the support structure and procedures to facilitate VHA's primary Governance Council.

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

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 OGC, which are presented to the Executive Leadership Team for further action.

- Coordinates policies and procedures related to operations and management of the OGC 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 OGC points of contact on fulfilling their responsibilities.

- Develops strategic plans and short and long-range goals for the OGC and eight OGC committees.

Authorities

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

Office of Legislative Affairs

Overview

The VHA Office of Legislative Affairs 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.

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 pre-hearing briefings to prepare VHA witnesses; and reviews testimony from other Departments or Agencies to ensure VHA concurrence.

- 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 inquiries 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) 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).

Activities

- Provides strategic advice and consultation to Under Secretary and Deputy and Assistant 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.

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

- Provides 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.

- Provides 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.

- Provides 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.

- Develops and executes national strategies to support the reduction of local policies.

- Serves as Policy Outcome Executive and Policy Outcome Leader for the VA-wide GAO High Risk Working Group.

- Provides 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.

- Assists 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.

- Designs certain VHA publications and forms and assists in the publication of same.

- Maintains intra- and internet repositories of VHA national policies, related documents and national forms for use by the field and the public.

- Provides timely responses to inquiries from Congress and the public.

Authorities

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

Office of VA/DoD Health Affairs

Overview

The VHA Office of VA/DoD Health Affairs (OHA) serves as VHA's lead in coordinating and facilitating collaboration activities with the 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 Service members, 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 HEC coordination and to serve as VHA's military liaison.

Activities

- Coordinates VA/DoD HEC activities and supports the flow of information to the VA/DoD Joint Executive Committee (JEC).
- Coordinates HEC efforts with the six 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 MHS and VHA.
- Provides HEC input to the VA/DoD Joint Strategic Plan (JSP), JEC Annual Report for Congress 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 Association of Military Surgeons of the United States (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 JIF; and guidance on DoD TRICARE issues.

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 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 Service members; and enhances VA/DoD bi-directional communications through monthly training for VA Medical Centers (VAMC) and VISN staff on TRICARE referrals, authorizations and billing processes.

- Provides senior level leadership and direction for the support and accomplishment of all health care 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 LCs and CMTs, providing clinical and non-clinical assistance and advice regarding DoD, VA, other Federal agencies, community and other resources available to support the Service member, Veterans (SM/V), and the family or caregiver.

Activities

- Provides policy direction, administrative and operational support for nine (9) Federal Recovery Consultants (FRCs) located at key locations: select military treatment facilities (Walter Reed National Military Medical Center, and Naval Medical Center San Diego); headquarters for the military's wounded warrior programs (Army, Navy, Air Force, Marine and U.S. 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 VISN and VHACO 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.C. § 8111. Sharing of Department of Veterans Affairs and Department of Defense Health Care Resources.

38 U.S.C. § 320. Department of Veterans Affairs-Department of Defense Joint Executive Committee.

Office of Risk Management

Overview

The Office of Risk Management (ORM) 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. ORM provides an enterprise-wide, strategically aligned portfolio view of organizational challenges and opportunities that provide better insight about how to most effectively prioritize resource allocations to ensure successful mission delivery. While VHA cannot respond to all risks related to achieving organizational objectives, Enterprise Risk Management (ERM) identifies, measures and assesses risks and opportunities related to mission delivery.

Activities

- Promotes a culture of integrity throughout VHA through providing VHA oversight, compliance, integrity and ethics functions.
- Serves as VHA's principal liaison to the Office of Special Counsel (OSC).
- Conducts internal oversight activities to include but not limited to investigations, audits, assessments and reviews in accordance with laws, regulations, policies and industry standards.
- Proactively identifies internal control deficiencies and assists VHA program offices to manage risk across clinical, administrative, business and financial domains.
- Promotes ERM within VHA to enable program offices and field offices to identify uncertainties that could interfere with, and opportunities to pursue VHA's organizational goals and objectives.
- Adopts and promotes standard risk management processes and utilizes an alternative lens that examines multiple forms of uncertainty that affect organizational objectives.
- Promotes VHA's commitment to the integration of strong ethics practices and I CARE values in VHA's work.

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.

Risk management professionals in VHA are facilitators of change, proactively seeking opportunities to support the goal of improved patient care.

Activities

- Reviews and analyzes VHA-wide data related to facility level peer review for quality management activities; performs external audits of peer review for data validation and identification of performance improvement opportunities; and handles disclosure of adverse events to patients.

- Manages 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.

- Manages 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.

- Manages clinical reviews related to Medical Advisory Opinions associated with medical malpractice (tort) claims.

Office of Compliance and Business Integrity

Overview

The Office of Compliance and Business Integrity (CBI), which is undergoing a name change to the Office of Integrity and Compliance (OIC), provides guidance to the Under Secretary for Health and other VHA leadership on integrity and compliance issues. CBI ensures that, in alignment with VA standards and health care industry guidance, VAMCs, VISNs and VHA program offices are supported in their efforts to prevent, detect, oversee and address noncompliant activity, in an effort to adhere to applicable laws, regulations and policies. CBI's mission is to preserve Veterans' trust by assisting VHA in managing and mitigating legal and regulatory risks, promoting a culture of integrity, and providing a compliance framework, leadership, support and oversight to VAMCs, VISNs and VHA program offices to promote an integrated VHA-wide program.

Activities

- At the direction of the Under Secretary for Health and the VHA Audit, Risk and Compliance Committee (ARCC), CBI is responsible for coordinating and monitoring compliance programs across the VHA enterprise and for promoting a culture of integrity in which accountability and compliance risk management is a part of decision making activities.

- Serves as principal resource of compliance standards in alignment with industry standards for an effective program across VHACO and all VISNs and VA Medical Facilities.

- Provides tools, systems, solutions and resources to and manage enterprise-wide business risks.
- Provides targeted guidance, support, education and training to compliance professionals in VAMCs, VISNs and VHA program offices to support Integrity and Compliance program initiatives in alignment with agency mission, goals and priorities at VHACO, in all VISNs and in all VAMCs.
- Monitors, audits and evaluates compliance program effectiveness at all levels regarding the implementation and improvement of compliance program standards, as well as the culture of integrity.
- Supports key VA and VHA strategic initiatives related to Fraud, Waste and Abuse (FWA), as well as overall oversight and accountability efforts.
- Leads collaboration of program offices at VHACO with oversight, compliance, risk management and field support missions to facilitate greater consistency and effectiveness of operations.
- Facilitates interagency collaboration for VHA regarding FWA and compliance initiatives.

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.
5 U.S.C. § 552. The Freedom of Information Act.
38 C.F.R. § 1.201. Employee's Duty to Report.
38 C.F.R. § 1.204. Information to be reported to the Office of Inspector General.
42 C.F.R. § 1001. Program integrity – Medicare and State Health Care Programs.
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 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. 10E1A - 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), 10E1A - Office of Compliance and Business Integrity (1030.04).
VHA Compliance and Business Integrity (CBI). 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.
VHA Compliance Business Integrity (CBI) Auditing and Monitoring Standards. 10E1A - Office of Compliance and Business Integrity (1030.06).

Federal Register, Vol. 74, No. 157, 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 (USSC) Sentencing Guidelines.

Office of Internal Audit

Overview

The Office of Internal Audit provides national level independent and objective assurances to VHA leadership through audits and evaluations of VA programs and functions inclusive of field facilities, VISNs and VACO programs/functions. Internal Audit is a trusted advisor who provides value-added services and strategic advice to process owners well beyond the effective and efficient execution of the VHA audit plan. By following a risk-based, data-driven path, Internal Audit receives strategic guidance and direction from the Under Secretary for Health and the Deputy Under Secretary for Health in his role as Chair, VHA ARCC. The Office assesses the effectiveness of internal controls and system vulnerabilities, processes and designs across clinical, administrative, business and financial domains. Internal Audit's highest priority is to provide the Under Secretary for Health with reasonable assurance that VHA will appropriately respond to the greatest risks to achieving the organization's objectives.

Activities

- Serves as VHA's Third Line of Defense for oversight and accountability at the national level as a corrective action response to VHA health care being placed Government Accountability Office (GAO) High Risk List.

- Develops and executes the VHA Annual Internal Audit Plan in accordance with Generally Accepted Government Auditing Standards (GAGAS) at the direction of the Under Secretary for Health.

- Provides national level independent and objective audit and assurance to VHA Senior Leadership on the effectiveness of governance, risk management, compliance and internal controls for clinical operations and administrative functions.

- Provides independent oversight, and promotes excellence, integrity and accountability to contribute to VHA's efforts of becoming 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 reports, disagreements are resolved, and

corrective actions are taken; and provides updates 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.

Office of the Medical Inspector

Overview

The Office of the Medical Inspector (OMI) is responsible for assessing the quality of VA health care through investigations of VA facilities nationwide, reporting directly to the Under Secretary for Health (USH). OMI conducts two types of investigations: Office of Special Counsel Referrals (OSC) and Non-OSC Referrals involving whistleblower disclosures and Congressional inquiries including those requested by the Executive in Charge.

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.
- Promotes evidence-based best practices and cross-fertilization of ideas between VHACO 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 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 a Department of Health and Human Services system to track practitioners on whose behalf a malpractice claim has been paid.

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.
- 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.

Memorandum of Understanding 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 Medical Staff Affairs

Overview

The Medical Staff Affairs Program Office has policy oversight for credentialing and privileging of health care providers, reporting to state licensing boards, reporting to the National Practitioner Data Bank. The Office also has responsibility for maintenance of the national electronic credentialing system, VetPro.

Activities

- Maintains the credentials of over 180,000 active health care providers and processes the credentialing submissions of approximately 100 new applicants per day nationwide through the VetPro credentialing system.
- Provides consultation to VHA medical center and VISN leadership related to medical staff processes from recruitment to termination and reporting.
- Provides guidance to credentialing and privileging specialists related to credentialing, privileging and VetPro functionality.
- Maintains the VetPro Help Desk to assist VetPro users including credentialing specialists, providers and other VHA staff including OIG auditors, clinical service chiefs and VISN personnel.

National Center for Ethics in Health Care

Overview

The National Center for Ethics in Health Care (NCEHC) 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. It 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.

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 can expect VHA to uphold.

- 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.

- Ensures ethical practices are included in the design and implementation of the new Electronic Health Record System and in the overall approach to data sharing at VA.

- Supports efforts to enhance 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.
38 C.F.R. 17.32. Informed Consent and Advance Care Planning.
VHA Directive 1004. National Center for Ethics in Health Care.
VHA Handbook 1004.01. Informed Consent for Clinical Treatments and Procedures.
VHA Handbook 1004.02. Advance Care Planning and Management of Advance Directives.
VHA Handbook 1004.03. Life-Sustaining Treatment (LST) Decisions: Eliciting, Documenting and Honoring Patients' Values, Goals and Preferences.
VHA Directive 1004.04. State-Authorized Portable Orders (SAPO).
VHA Handbook 1004.05. iMedConsent™. 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.

Deputy Office of the Assistant Under Secretary for Community Care

Overview

The Office of the Assistant Under Secretary for Community Care (OCC) 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, D.C., OCC has field offices in Denver, Colorado; Lebanon, Pennsylvania; Las Vegas, Nevada; Leavenworth, Kansas; Asheville, North Carolina; Middleton, Wisconsin; Smyrna, Tennessee; and Orlando, Florida.

Activities

- 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) 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:

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, delivering responsive, dedicated support for budget planning and execution, debt management, accounts receivable, accounting, financial transactions, travel management, contract execution, facility/logistics support, payroll processing and oversight of all VHA funding for both the Choice and Medical Care in the Community programs. Provides audit support, systems support, guidance, assistance and review of all VHA Choice and Community Care appropriations. Administers and oversees the overall OCC budget of more than $19B, and over 7500 FTE.

- 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 Clinical Network Management

Overview

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

Provider Relations and Services (PRS) Directorate develops and oversees contracts for Veteran health care 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 health care services. PRS ensures contracted health care under the Veterans Community Care Program, 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.

Activities

- Designs, socializes and implements the VA Community Care's Operating and Care Coordination Models. Focuses 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 and 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.

- Builds partnerships with program offices and VAMCs to assist with preparing and implementing initiatives, as well as obtaining and incorporating all feedback to assist with improving or developing processes and tools.

- Develops and manages the Transition Guidebook, 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 Delivery Operations

Overview

Delivery Operations (DO) 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), and the Veterans Community Care Program. 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 four directorates: Veteran Family Member Programs, Payment Operations and Management, 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.

Activities

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

- Services and customer support are provided to more than 1,000,000 Veterans, 540,000 beneficiaries, more than 400,000 providers worldwide and more than 150 VHA facilities.

- Manages intake and processing of an estimated 5.1 million claims per month in fiscal year 2020 directly and through partners.

- 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.

- Manages the Centralized Authorization of Emergency Care process where providers and Veterans contact a single source to initiate care coordination activities within VA and satisfy administrative notification requirements.

Office of Performance Improvement and Reporting

Overview

The Performance Improvement and Reporting (PI&R) 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.

Activities

- 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 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 lifecycle 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 HIPAA and other related health care payer Federal laws and policies.

- IDA advocates for data quality while identifying, gathering and utilizing health care 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 implements 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.

Office of Revenue Operations

Overview

Revenue Operations provides continuous revenue cycle management by applying industry proven methods, processes and business tools that enhance Veteran health care.

Activities

- Performs back-end review cycle processes through 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 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.

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. Chapter 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. Veterans Community Care Program.
38 U.S.C. § 1725. Reimbursement for Emergency Treatment.
38 U.S.C. § 1725A Access to Walk-in Care.
38 U.S.C. § 1728. Reimbursement of Certain Medical Expenses.
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 Maintaining Internal Systems and Strengthening Integrated Outside Networks (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 (HIPAA).
H.R. 1233. Presidential and Federal Records Act Amendments of 2014.
OMB Circular 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 Assistant Under Secretary Health for Clinical Services (Chief Medical Officer)

Overview

The Office of the Assistant Under Secretary Health for Clinical Services (CMO) is the Chief Medical Officer for field and AUSH/CMO program office clinical services, operations, including coordination with clinical and administrative leadership within the VISNs and collaboration with our partners in the Office of the Assistant Under Secretary Patient Care Services and Chief Strategy Officer. The Office of the AUSH Clinical Services/CMO strives to provide clinical services to Veterans and their families that serve as the benchmark for health care excellence and value.

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.

Office of Dentistry

Overview

The Office of Dentistry 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.

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 health care 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.

Homeless Programs Office

Overview

VHA Homeless Programs Office develops policy and coordinates the provision of VHA's programs and services for homeless Veterans in VISNs and VAMC. 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.

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.

- Carries out and promotes research into the causes and contributing factors to Veteran homelessness.

- Serves as a resource center for and promotes and seeks to coordinate the exchange of information regarding, all research and training activities carried out by the Department and by other Federal and non-Federal entities with respect to Veteran homelessness.

Authorities

38 U.S.C. §§ 2011, 2012, 2013, 2061 and 2064. Grant and Per Diem (GPD) Program.
38 U.S.C. § 2003(b) Housing and Urban Development (HUD)-Department of Veterans Affairs Supportive Housing (VASH) Program.
38 U.S.C. § 2022. Veterans Justice Programs (VJP).
38 U.S.C. § 2031 and 38 C.F.R. Part 63. Health Care for Homeless Veterans (HCHV) Program.
38 U.S.C. § 2033. Community Resource and Referral Centers (CRRCs).
38 U.S.C. § 7301(b). Homeless Patient Aligned Care Teams (H-PACT).
38 U.S.C. §2044. Supportive Services for Veteran Families (SSVF) Program.
38 U.S.C. § 2067. National Center on Homelessness Among Veterans (NCHAV). PUBLIC LAW 114–315 § 713. DEC. 16, 2016.
38 U.S.C. § 2031 and 2033. Homeless Veteran Community Employment Services (HVCES).
VHA Directive 1501. VHA Homeless Programs.
VHA Directive 1162.05(1). Housing and Urban Development – Department of Veterans Affairs Supportive Housing Program.
VHA Directive 1504. Tribal Housing and Urban Development – Department of Veterans Affairs Supportive Housing Program.
VHA Handbook 1162.09. Health Care for Homeless Veterans Program.
VHA Handbook 1101.10(1). Patient Aligned Care Teams.
VHA Directive 1162.06. Veterans Justice Programs.

Office of Mental Health and Suicide Prevention

Overview

Office of Mental Health and Suicide Prevention (OMHSP) 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.

VA's suicide prevention program efforts are guided by the National Strategy for Preventing Veteran Suicide, a long-term plan published in 2018 that provides a framework for identifying priorities, organizing efforts, and focusing national attention and community resources to prevent suicide among Veterans while adopting a comprehensive public health, approach that blends equal weight and emphasis to community based prevention and clinically based interventions. This strategy focuses on current actions that can be taken now and across the coming decade to reach not only Veterans receiving VHA health services but also other Veterans in the community to save and promote life.

Activities

- Focuses on Suicide Prevention through primary prevention across individual, relational, community, and societal levels that is supported through collaboration among diverse community stakeholders and informed by data, and research; and evidence-based practices for suicide prevention across the continuum of care.

- 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), SUD, 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 Chief Mental Health Officers 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 seven divisions across five 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 SUD 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 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.

- Through Behavioral Health Interdisciplinary Program (BHIP) team-based care, provides Veterans in general mental health clinics comprehensive, Veteran-centered, evidence-based care (integrating Collaborative Chronic Care Model principles).

- 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, SUD, serious mental illness, insomnia, chronic pain, suicide risk, 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 interprofessional clinically led teams.

Authorities

P.L. 110-110. Joshua Omvig Veterans Suicide Prevention Act.
P.L. 114-2. Clay Hunt Suicide Prevention for American Veterans Act.
P.L. 115-141 Consolidated Appropriations Act.
P.L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018.
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. §1720F. Comprehensive Program for Suicide Prevention Among Veterans.
38 U.S.C.§1720H. Mental Health Treatment for Veterans Who Served in Classified Missions.

38 U.S.C.§1720I. Mental and Behavioral Health Care for Certain Former Members of the Armed Forces.
38 C.F.R. § 17.34 Tentative Eligibility Determinations.
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.
VHA Directive 2008-036 High Risk for Suicide Patient Record Flags - 10NC5 - Mental Health Operations.

Office of Primary Care Operations

Overview

Office of Primary Care Operations facilitates the delivery of quality-oriented, efficient, timely, safe and effective primary care within VHA facilities.

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, 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.

- The Traveling Veterans Program assists Veterans who require health care during extended travel away from home. The Program provides guidance to maximize continuity and streamline process which allows for consistent, appropriate, timely and safe care for traveling Veterans in coordination with PACT, Specialty Care and mental health care.

- The Intermediate Care Technician (ICT) Program augments the VHA workforce by having former military corpsmen and combat medics serve in unique health care roles, leveraging their vast array of clinical skills, patient navigation and care coordination abilities for Veteran care. An ICT's Scope of Care maximizes utilization of skills, abilities and experience acquired during active duty, National Guard and Reserve service. ICTs work as force multipliers, increasing access to care, enhancing nursing and clinical productivity, and increasing patient/caregiver satisfaction. ICTs are currently working in Primary Care, Emergency Medicine, Critical Care, Specialty Clinics and in Rural Health settings as a part of ongoing telemedicine programs.

- 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.

- Clinical Resource Hubs (CRH) are VISN owned and governed services that are intended to improve access to care across the VISN for a broad range of clinical programs based on facility-specific needs. CRH core services include Primary Care, Mental Health and Suicide Prevention, all of which support requirements of the MISSION Act for underserved facilities. CRHs may also include specialty, rehabilitation and surgical services. CRH clinical services are provided virtually, in-person or through a combination of both. CRHs with capacity provide support for VAs fourth Mission during periods of national crisis.

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

Office of Disability and Medical Assessment

Overview

The Office of Disability and Medical Assessment (DMA) ensures compliance oversight and provides direction 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 serving as VHA liaison office with Veterans Benefits Administration and Board of Veterans Appeals (BVA) for disability program leadership. maintains quality metrics development of C&P examiner training modules, providing analytics support to all VHA C&P sites and VBA, and develops national disability program policy. DMA works closely with the DoD to project future requirements necessary to meet the demands for services in response to new initiatives and legislation. DMA collaborates with DoD, VBA, and Health Affairs (HA) to manage and monitor programs to provide disability examinations for Service members, including IDES and Separation Health Assessments (SHA).

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. Grants, Per diem payments, and Program to improve retention of housing by formerly homeless veterans and veterans at risk of becoming homeless.
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. Chapter 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. 17.417 (June 11, 2018) Authority of VA Health Care Providers to Practice Telehealth.
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(2). Outpatient Scheduling Processes and Procedures.
VHA Directive 1602. Medical Review Assistance to Board of Veterans' Appeals Cases.
VHA Directive 1134(2). Provision of Medical Statements and Completion of Forms by VA Health Care Providers.
VHA Directive 1118. Printing and Reproduction Management.
VHA Directive 1907.09. 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).

Specialty Care Services

Overview

Specialty Care Services (SCS) is a large service, encompassing 16 distinct medical specialties, nutrition and food services, as well as neurology CoEs 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 Under Secretary for Health for Patient Care Services, Deputy Under Secretary for Health and Under Secretary for Health.

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.

- 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 health care-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 CoEs; six Parkinson's Disease Research, Education and Clinical Centers; and four regional Epilepsy CoEs. 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.

Spinal Cord Injuries and Disorders System of Care National Program Office

Overview

The Spinal Cord Injuries and Disorders (SCI/D) 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 health care 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.

Activities

- Provides oversight and support to ensure that the SCI/D System of Care provides the continuum of lifelong 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 longstanding 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(2) Spinal Cord Injuries and Disorders System of Care.
P.L. 114-223. Continuing Appropriations and Military Construction, Veterans Affairs and Related Agencies Appropriations Act 2017, § 250 – Expanded Beneficiary Travel Eligibility for Veterans with SCI/D.
P.L. 114-223. Continuing Appropriations and Military Construction, Veterans Affairs and Related Agencies Appropriations Act 2017, § 260, Assisted Reproductive Technologies.

Memorandum of Agreement (MOA) dated 2009 between Department of Veterans Affairs and Department of Defense for Medical Treatment Provided to Active Duty Service Members with Spinal Cord Injury, Traumatic Brain Injury, Blindness or Polytraumatic Injuries.

National Surgery Office

Overview

National Surgery Office develops and implements policy executes clinical oversight and provides guidance for all VHA surgical programs.

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

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.
P.L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018.
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. Chapter 73. Veterans Health Administration: Organization and Functions.
38 U.S.C. § 17.38 Medical benefits package.
21 U.S.C. § 321. Definitions; Generally.
42 U.S.C. § 362. The Public Health and Welfare.
45 C.F.R. 164.512. Uses and Disclosures for Which an Authorization or Opportunity to Agree or Object Is Not Required.
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 (CBI) Oversight Program Standards.
VHA Handbook 1101.10(1). Patient Aligned Care Teams.
VHA Handbook 1160.01. Uniform Mental Health Services in VA Medical.
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.

VHA Directive 1102.01. National Surgery Office.

Office of the Assistant Under Secretary for Health for Discovery, Education and Affiliate Networks

Overview

The VHA Office of the Assistant Under Secretary for Health for DEAN comprises the offices of Academic Affiliations (OAA), the Center for Compassionate Care Innovation, Innovation Ecosystem, Research and Development (ORD), and Simulation Learning Education and Research Network (SimLEARN). DEAN works to advance Veteran care through education, research and innovation and takes advantage of longstanding affiliate partnerships. DEAN creates a pipeline of well-trained health care professionals who will care for Veterans in the future. The work of the organization allows VHA to face new challenges within VA and the 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 frontline caregivers to define and achieve common goals while optimizing standardized business processes to ensure coordination, integration and effective execution of the new opportunities.

Activities

- Amplifies VHA's vital research mission.
- Strengthens academic affiliate relationships and expands Health Professions Education (HPE) training opportunities.
- Improves the care provided to Veterans and assists in providing an adequate supply of health personnel to the Nation.
- Promotes organizational partnerships at the local, state and national level.
- Unifies collaboration and coordination with facility-based teachers, researchers and clinicians.
- Drives ongoing improvement and innovation in health professions education training, and advancements in scientific knowledge.
- 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.

Office of Academic Affiliations

Overview

The Office of Academic Affiliations (OAA) is based at VHACO but 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 policies, training budget development and execution, and academic affiliation relationships.

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.

Center for Compassionate Care Innovation and Community Engagement

Overview

VHA explores therapies that are innovative to address treatment resistant symptoms and conditions within the Veteran population in a small-scale, safe and collaborative manner to improve the health and well-being of Veterans, their family, caregivers and survivors. VHA facilitates and strengthens formal collaborations within communities and with public and private organizations to improve the health and well-being of Veterans, their family, caregivers and survivors.

Activities

- Explores emerging therapies that are safe and ethical to enhance Veteran physical and mental well-being when other treatments have not been successful.

- 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.

- Develops protocols, administrative business rules and other artifacts to promote diffusion of best practices across VHA.

- Serves as a trusted resource and a catalyst for the growth of effective partnerships at the national, state and community level.

- Serves as a facilitator/access point for public and private entities interested in partnering with VHA to benefit Veterans, their family, caregivers and Survivors.

- Serves as a subject matter expert for the development, implementation and evaluation of formal strategic partnerships across VHA.
- Oversees policy and training associated with strategic partnerships across VHA.
- Promotes partnerships between VHA program offices, field-based entities and non-VA organizations by providing best practices, tools and training on how to develop and sustain effective partnerships.
- Develops VHA guidance and tools pertaining to responsible and productive partnerships.

Authorities

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

Innovation Ecosystem Office

Overview

The Innovation Ecosystem (IE) is the catalyst for enabling the discovery and spread of mission-driven health care innovation to advance care delivery and service that exceeds expectations, restores hope and builds trust within the Veteran community. VHA IE leverages the collective power of innovation champions from across VA, academia and industry to operationalize innovation in the Nation's largest integrated health care system. VHA IE delivers the four critical cornerstones needed to create a foundation for operationalizing innovation in a health care setting:

1. Workforce Capacity to Actualize Innovation: Investing in VHA employees to give them the tools and skillsets needed to bring innovative ideas to fruition
2. Resilient Organizational Infrastructure: Institutionalizing innovation through integrated, systematic and repeatable pathways for change
3. An Innovation-Nurturing Culture: Shifting the existing mindset to envision innovation as the responsibility to improve service delivery and create a better "new normal"
4. Strategic External Partnerships and Collaborations: Innovating through cross-industry partnerships that surface novel ideas and help catalyze a shift in the status-quo

VHA IE is fueled by four core portfolios that deliver innovative solutions to Veterans through a repeatable pathway that support activities across the lifecycle of innovation—from discovery to scale:

1. VHA Innovators Network (iNET) consists of 34 VA medical centers that include specially trained Innovation Specialists who facilitate innovation at the field level.
2. Diffusion of Excellence (DoE) consists of a specialized team of implementation experts focused on identifying and more broadly replicating innovations and promising practices.
3. Care and Transformational Initiatives (CTI) consists of a team of project coordinators focused on the execution of transformational innovation initiatives such as 3D printing, immersive technology, artificial intelligence, precision medicine, etc.

4. Innovation Community (IC) engages and empowers a broader community of groups within VHA and serves as the connective tissue for innovation across the enterprise though its National Centers for Innovation two Impact (NCi2I) model.

Together these portfolios drive a culture of innovation and learning to create opportunities for VHA staff to ideate, test and spread both innovations and promising practices.

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. The Spark-Seed-Spread Innovation Investment Program sources ideas from frontline VA employees and makes maturity-based investment decisions in order to advance those ideas. As ideas mature, innovators are eligible for larger investments with the end goal of preparing to spread the best innovations more broadly across the enterprise.

- Supports collaborative activities of National Center for Collaborative Healthcare Innovation (NCCHI), launched in July 2019 at the VA Palo Alto Healthcare System in Palo Alto, California, which drives meaningful collaborations between VHA and some of Silicon Valley's leading technology players on scalable emerging health care solutions for Veterans.

- Builds and sustains 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.

- 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 a variety of fellowships opportunities for professionals, both internal and external to VA, to gain and/or further their experience in health care innovation. VHA program office and the field can leverage these fellows to drive programmatic initiative or build out solutions that address Veteran needs.

- Hosts a variety of innovation-related events such as challenges, hackathons, makeathons and our annual signature event, VHA Innovation Experience (iEx). iEx is a three-day celebration highlighting VA employees who are committed to transforming the way VHA serves our Nation's heroes and includes keynote speakers from the health care innovation community, innovation panel discussions, live innovation demos, interactive exhibits, iEx Talks, Shark Tank and awards and networking reception.

- Provides various business models that enable meaningful partnership collaborations with academia, industry, nonprofits, and other government agencies to co-develop and pilot innovative solutions that improve Veteran care and build a collaborative network of innovators.

- Provides safe harbor environment for translating the convergence of medical research and emerging technologies to operationalize innovative solutions to some of VHA's most pressing health care challenges.

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

Office of Research and Development

Overview
The VHA Office of Research and Development (ORD) is responsible for the execution of VA's statutory mission to improve Veterans' health and well-being within one of the Nation's largest integrated health care systems. To fulfill this responsibility, ORD establishes, sustains and continually improves a robust, large scale research enterprise. ORD is in VA Central Office (Washington, D.C.) and provides foundational support and guidance to over 100 field-based research and development offices. ORD spans the biomedical research spectrum; supports nationwide programs and infrastructure; directs national research policy and training; and partners with academic, Federal, non-profit and industry collaborators. VA research is an intramural program that provides funding support to and builds community among eligible VA investigators who are located at VA facilities across the country.

Activities
- Oversees the execution of the Medical and Prosthetic Research appropriation to the end of fulfilling VA's statutory mission to improve Veterans' health and well-being through research.

- Defines and advances strategic priorities for VA research. Current priorities are to (1) increase Veterans' access to high quality clinical trials; (2) increase the substantial real-world impact of VA research; and (3) put VA data to work for Veterans.

- Establishes enterprise-wide research infrastructure and processes necessary to support a world-class learning health care system. This infrastructure includes, but is not limited to, nationwide clinical trials recruitment networks, biorepositories, computational infrastructure, human subjects' protections infrastructure, centralized institutional review boards and electronic health record modernization for research purposes.

- Establishes enterprise-wide research IT requirements.

- Manages a high-volume program for receiving, reviewing and funding applications for research across a diverse set of areas covering pre-clinical, clinical, health services and rehabilitation related topics to ensure scientific merit and Veteran-centric approaches. High-priority areas include, traumatic brain injury, PTSD, pain and opioid use, Gulf War Illness and military exposures, suicide prevention and precision oncology.

- Conducts continual portfolio management to maximize opportunities for efficiencies and synergies among active research projects, while minimizing duplication, with more intensive management focused on high-priority areas.

- Systematically advances VA research from initial discovery to real-world implementation.

- Partners with Veterans Health Administration clinical operations to provide and implement evidence-based solutions into clinical care. Conducts rigorous evaluations of existing practices in the largest integrated health care system in the country.

- Recruits, trains, and retains the highest-caliber investigators and staff, and nurtures their continuous development as leaders in their fields.

- Ensures that a state of the art research enterprise with a culture of professionalism, collaboration, accountability, and the highest regard for research volunteers' safety and privacy is available and supported at each VA facility conducting research activities.

- Provides training, education and technical assistance to VA field-based research offices and programs on new and evolving research scientific, ethical and regulatory issues as needed.

- Supports and sustains the community of thousands of VA investigators across the country through activities such as data-driven customer service improvement cycles, monthly Field Research Advisory Committee and Field Calls, scientific communications, working groups and in-person meetings.

- Fosters collaborative opportunities with academic, industry, non-profit and other Federal partners to bring value to VA and Veterans. Supports a partnered research program to assist partners in navigating regulatory, legal, information security, privacy and other requirements.

- Facilitates commercialization of VA technology and inventions to benefit our Nation's Veterans and the American public by (1) educating VA scientists and engineers concerning their rights and obligations with respect to the development of technology; (2) negotiating agreements with affiliated academic institutions; (3) evaluating VA-developed technology across all three Administrations ((Veterans Health Administration, Veterans Benefits Administration, National Cemetery Administration) and, in turn, invention disclosures; (4) applying for intellectual property protection; and (5) assisting in commercialization of new products.

- Engages Veterans to establish research programs that are responsive to and respectful of Veterans' needs.

- Effectively communicates the value of VA research to internal and external stakeholders.

- Collects and analyzes relevant and available data related to facility research programs and capabilities in order to maximize the value of the VA research enterprise.

Authorities

15 U.S.C. § 3710(g)(2). Federal Technology Transfer Act.
38 U.S.C. § 7303. Functions of Veterans Health Administration: research programs.
P.L. 115-435. Foundations for Evidence-Based Policymaking Act of 2018.

VHA Directive 1200. Research and Development Program.

SimLearn Program

Overview

The VHA SimLEARN Program is strategically aligned under the IE. SimLEARN serves as the operational hub for coordination of all national VHA simulation-based clinical training activities and is a collaborative effort with the Office of Patient Care Services and the Office of Nursing Services program offices. SimLEARN operates the National Simulations Center, a 53,000 square foot facility that has 10 classrooms and the capability to accommodate up to 200 students at a time. The facility provides an immersive training environment by replicating actual patient treatment areas, including an outpatient clinic setting and an inpatient hospital setting with intensive care units and more.

Activities

- Serves as a valuable resource to VHA health care providers and educators on the operational strategies, simulation technologies and training methods needed to address training priorities.
- Addresses national clinical priorities, including suicide prevention, women Veterans' health and clinical team training.
- Provides model operational policies, procedures, standards and guidance for VHA simulation activities.
- Combines the use of simulation-based training, curriculum development, teamwork and debriefing of scenarios using audio/visual technology to reinforce learning, along with ACLS and BLS training to increase the clinical skills of staff members throughout VHA.
- Enhances the growth and support field-based simulation education opportunities in VHA by providing standardization of best practices for improved quality, opportunities for innovation and networking of resources by executing and evaluating on-site simulations scenarios for training.
- The program provides simulation-based, clinical education and training using a train-the-trainer model serving as the hub supporting a National Simulation Network of over 150 VAMC conducting simulation-based clinical training locally delivered to their staff.
- Capability to make video recordings of training scenarios that take place for classroom review. Multipurpose classrooms have reconfigurable walls to provide multiple room settings.

Authorities

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

VHA Directive 1177. Cardiopulmonary Resuscitation, Basic Life Support and Advanced Cardiac Life Support Training for Staff.

Office of the Assistant Under Secretary for Health for Patient Care Services

Overview

Patient Care Services (PCS) provides leadership for policy and program development to enable VA to provide the best possible health care 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. Supports clinical subject matter expertise on a range of health care issues that influence policy development and care delivery.

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.
- 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.
- 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.

Office of Care Management and Social Work Services

Overview

Care Management and Social Work Services (CM&SWS) 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 (CM&SWS) are delivered by field-based staff located in every VA Medical Center. CM&SWS develops policy and oversight of the six national programs that are organizationally aligned to the service. In addition, one of the fundamental roles of CM&SWS is providing support to field-based staff in the delivery of care.

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 (C&P) 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.

Authorities

VHA Directive 1110.02 Social Work Professional Practice.
VHA Directive 1199. Reporting cases of Abuse and Neglect.
VHA Directive 1107. VA Fisher Houses and Other Temporary Lodging.
VHA Directive 1198. Intimate Partner Violence Assistance Program.
VHA Directive 1650. Special Care and Benefits Teams Evaluating or Treating Former Prisoners of War.
VHA Directive 1010. Transition and Care Management of Ill or Injured Servicemembers and New Veterans.
VHA Directive 1011. Department of Veterans Affairs Liaison for Health Care Stationed at Military Treatment Facilities.

Office of Chaplain Service

Overview

The Office of Chaplain Services reports directly to the Under Secretary for Health. VA Chaplain Service provides meaningful spiritual care for Veterans and families as they transition from Service Member to Veteran to final end-of-life transition. The Whole Spiritual Life Cycle of the Veteran and family is considered by providing spiritual direction as military service is ending, spiritual care during life as a Veteran, and spiritual care at end-of-life with family bereavement care.

Activities

- Responsible for the development of innovative chaplain and spiritual care policy, which guides the spiritual care of Veterans across VA's National health care system.

- Responsible for providing spiritual care guidance and inspirational chaplain education and training for VA Chaplains nationwide as well as serving as a liaison to Faith Group Leaders across the Nation and in DoD.

- Responsible for implementing effective chaplain and spiritual care programming, which address the diverse demographics of our Veteran population nationwide.

- Responsible for gathering, maintaining and reporting reliable spiritual care data about Veterans nationwide.

Authorities

VHA Directive 1111(1) - Spiritual and Pastoral Care in the Veterans Health Administration.VA Directive 0022 - Religious Symbols in VA Facilities.

Office of Connected Care

Overview

OCC 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.

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 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 U.S.C. § 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. Chapter 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. § 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 Geriatrics and Extended Care Operations

Overview

Geriatrics and Extended Care (GEC) 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 health care 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.

Activities

- For Veterans of all ages with serious chronic disabling diseases, VHA GEC provides a comprehensive spectrum of services that surpasses all other U.S. 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 CLC, State Veterans Homes (SVH), and the Community Nursing Home Program (CNH).

- Noninstitutional 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 CNH, 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.
38 U.S.C. Chapter 73. Veterans Health Administration: Organization and Functions.

Office of Nursing Services

Overview

The Office of Nursing Services (ONS) 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 health care 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, 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.

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.

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 interprofessional 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)/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.

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.

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.

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.

- 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.

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. Chapter 73. Veterans Health Administration—Organization and Functions.

Office of VHA Patient-Centered Care and Cultural Transformation

Overview

The Office of Patient-Centered Care and Cultural Transformation (OPCC&CT) 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 health care 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.

Activities

- 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.

Office of Pharmacy Benefits Management Services

Overview

Pharmacy Benefits Management (PBM) Services is in Washington, D.C. and has several programs decentralized throughout the country to provide organizational and clinical leadership to VHA Pharmacies, as well as support to other health care 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.

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 125 million outpatient prescriptions in fiscal year 2019, approximately 80% of all outpatient prescriptions dispensed by VHA. In addition, CMOP fills prescriptions for 74 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.

- Coordinates 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, deploys 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 health care 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 625 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 Clinical Pharmacy Practice Office (CPPO) leverages VHA's strong clinical pharmacy programs to identify and resolve gaps in Veterans care related to comprehensive medication management while developing standardized pharmacy practice models, educational initiatives and projects that assess the impact of clinical pharmacy interventions and penetration. Additionally, this Office coordinates and provides guidance and support for all PBM policy, pay, recruitment and retention challenges in support of VISN and VA medical facilities.

Office of Physician Assistant Services

Overview

Physician Assistant Services Office (PA) 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.

Activities

- Advises the Under Secretary for Health, Assistant 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 EES to develop educational plans to meet needs.
- Partners with the OAA for the Physician Assistant residency program and provides Resident placement.
- Oversight of the *Educational Assistance for Certain Former Members of the Armed Forces* PA scholarship program. Selection and placement of pre-PA student into the Health Professional Scholarship Program (HPSP).

Office of Population Health

Overview

Population Health 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.

Activities

- Leads the VA development and configuration of Population Health tools including HealtheRegistries and HealtheCare in the Cerner EMR.
- 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.

Rehabilitation and Prosthetic Services

Rehabilitation and Prosthetic Services 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 administers program and policy development for eight national programs with 11 different rehabilitation disciplines, aligning 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.

Rehabilitation and Prosthetic Services advises the Under Secretary for Health, Assistant 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.

Activities

- Provides comprehensive Audiology and Speech Language Pathology care services to Veterans with hearing loss, tinnitus and balance in more than 500 sites of care by more than 1350 audiologists. Auditory system disabilities (including hearing loss and tinnitus) are among the most common service-related disabilities in every period of service since World War II (WWII). Veterans with communication (including speech, language, cognitive, voice) and swallowing disorders are served by 459 speech pathologists and more than five speech pathology researchers who provide evaluation and treatment.

- 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 reintegration into home and community life. Blind Rehabilitation Service Continuum of Care provides lifetime care coordination and services that are most appropriate for the patient's needs, including Visual Impairment Service Team Coordinators, Blind Rehabilitation Outpatient Specialists, Comprehensive Inpatient Blind Rehabilitation Services, and Low Vision Clinics. This Continuum of Care 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.

- 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 Sports Programs and Special Events (NVSPSE) provide opportunities for Veterans to improve their independence, well-being, and quality of life through adaptive sports and therapeutic arts programs to complement VA's rehabilitation system of care. These programs, built on VA clinical expertise and operations, embrace formalized adaptive sports medicine as a practice specialty and provide a coordinated therapeutic arts program for Veterans. With essential support from VSO, corporate sponsors, individual donors and community partners, the programs serve thousands of Veterans annually.

- 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 Orthotics and

Prosthetics (O&P) laboratories maintain full accreditation by the American Board for Certification in Orthotics, Prosthetics and Pedorthics.

- Provides medical and rehabilitative preventive strategies, and acute and chronic management of disorders that alter Veterans' functional status. This treating specialty delivered by physicians (Physiatrists or Physical Medicine & Rehabilitation physicians) and other core disciplines (physical therapy, occupational therapy, speech 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.

- Leads the world as the comprehensive provider of prosthetic devices and sensory aids. VA provides clinically appropriate and commercially available, state of the art prosthetic equipment, sensory aids and devices to Veterans across the continuum 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 provide specialized designed programs including, but not limited to adaptive sports, therapeutic expression, virtual technology, lifestyle, wellness and prevention. Patient direct therapy goals are incorporated such as sensory integration, ambulation, diminishing emotional stress, and muscular dysfunction reorientation, providing a sense of achievement and progress that enhances independence and helps them adopt and maintain a healthy lifestyle.

- 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.

- 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.

- Administers the Automobile Adaptive Equipment Program providing drivers training and prescriptive automobile adaptive equipment to eligible Veterans or Service Members to enable operation of a motor vehicle safely, and permit access to and from their personal automobile or other conveyance.

- Administers the annual clothing allowance to Veterans who have a service-connected disabilities or condition(s) that requires them to wear or use (1) a prosthetic or orthopedic device that wears or tears clothing, or (2) a service-connected skin condition requiring prescription skin medication that causes irreparable damage to the Veteran's outer garments.

- Manages the Home Improvement and Structural Alterations (HISA) Program, which provides monetary benefits for a Veteran/Service member to make medically necessary home modifications and structural alterations for their primary residence. HISA projects may include 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.

National Program Office for Sterile Processing

Overview

The National Program Office for Sterile Processing (SPS) 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.

Activities

- Conducts 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 leadership.

- 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.

National Center for Health Promotion and Disease Prevention

Overview

National Center for Health Promotion and Disease Prevention (NCP), a field-based office in Durham, North Carolina, promotes whole health by empowering and equipping Veterans to take charge of their health and well-being, prevent illness and morbidity and effectively self-manage their chronic conditions. NCP accomplishes this goal by advocating for evidence-based, personalized, proactive patient-centered health promotion, disease prevention and health education, and advising VA leadership on health promotion, disease prevention and health education policy.

Activities

- Provides programs, education, resources, coordination, guidance and oversight for field staff to prevent illness and promote whole 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, disease prevention and health education leaders.

- Provides facility support for health education, health promotion and preventive care by training and coaching clinical staff in patient-centered communication, health literacy, health coaching, shared decision making, self-management support and motivational interviewing, and assists clinical staff to integrate 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 health education, health promotion, disease prevention programs, resources, and tools for Veterans and VA staff, including Telephone Lifestyle Coaching, the Veterans Health Library and the VHA's health risk assessment, called the "Healtheliving Assessment."

- Manages MOVE!, VHA's weight management program. MOVE! is an, evidence-based, comprehensive lifestyle intervention for weight management and is available to Veterans via in-person group and individual visits, telephone-delivered sessions, home telehealth, clinical video telehealth and the MOVE! Coach mobile app.

- Produces a variety of communication products, including 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 education, health promotion and disease prevention.

Authorities

P.L. 102-585. Veterans Health Care Act of 1992.
38 U.S.C. 7318. National Center for Preventive Health.
38 U.S.C. 1701. Veterans' Benefits. Definitions.
38 C.F.R. Part 17 RIN 2900–AM59 Elimination of Co-Payment for Weight Management Counseling.

Post Deployment Health Service

Overview

Post Deployment Health Service (PDHS) encompasses four distinct programs –Epidemiology, Post-911 Era Environmental Health and Pre-911 Era Environmental Health programs, as well as field-based clinical programs and research in the War-Related Illness and Injury Study Center (WRIISC) at its three sites; California, New Jersey and Washington, D.C. and the Toxic Embedded Fragments/Depleted Uranium Center (TEFC) in Maryland.

The Post-911 and Pre-911 Era military environmental exposure programs govern Congressionally mandated programs related to environmental, occupational and garrison exposures that may have affected U.S. Veterans during military service. This includes registry programs covering Operation Enduring Freedom/Operation Iraqi Freedom (OEF/OIF), Gulf War, Vietnam, WWII, Toxic Embedded Fragments, Depleted Uranium and Atomic Veterans policy and activities related to the oversight of registry exams at the local Veterans Health facilities. The Epidemiology Program conducts surveillance and studies Veterans' health and health care outcomes. Findings from these research studies inform clinical care given by health professionals and provide sound science for decisions from policymakers, including VA and Congress. This research improves health care best practices and improves policy decisions related to support of benefits for Veterans. SMEs in all four programs develop policy recommendations for the Secretary based on scientific reviews of health outcomes and military-related exposures. PDHS coordinates the work of the WRIISC and the Congressionally designated Airborne Hazards and Burn Pit Center of Excellence. The WRIISC and the TEFC, provide tertiary specialty clinical evaluation and consultation. The WRIISC and TEFC set up clinical management plans for Veterans with deployment related conditions, illnesses and injuries, including those that are difficult to diagnose or explain.

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 health care and benefits 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 military exposure registries, including the Gulf War, Agent Orange, Ionizing Radiation, Toxic Embedded Fragments, Depleted Uranium and Airborne Hazards and Open Burn Pit registries. Provides oversight of registry exams done across VA and in coordination with the WRIISC, provides training and education to environmental health

coordinators and clinicians. Provides support and oversight to over 150 sites for Environmental Health Clinicians and Environmental Health Coordinators.

- Coordinates garrison exposure concerns and emerging toxic exposure issues. These include Camp Lejeune past contaminated water exposures, emerging concerns for fire-fighting foam water contamination and Environmental Protection Agency National Priorities List (Superfund) reviews.

- WRIISC and TEFC provide cutting edge clinical evaluation, treatment and management plans for difficult to diagnose or assess, deployment related exposures. The WRIISC and TEFC also provide education for Veterans and health care providers, both VA and non-VA, who work with these Veterans. Additionally, the WRIISC and TEFC develop health risk communication for Veterans and their families on deployment related illnesses and injuries. These clinical entities also produce world-class research on unusual manifestations of disease that may be related to military service.

Authorities

38 U.S.C. Chapter 73. Veterans Health Administration: Organization and Functions.
38 U.S.C. § 1116. Presumptions of Service Connection for Diseases Associated with Exposure to Certain Herbicide Agents; Presumption of Exposure for Veterans Who Served in The Republic of Vietnam.
38 U.S.C. § 1117. Compensation for Disabilities Occurring in Persian Gulf War Veterans.
38 U.S.C. § 527. Evaluation and Data Collection.
38 U.S.C. § 7301(B). Functions of Veterans Health Administration: In General.
P.L. 100-687. Veterans Judicial Review Act.
P.L. 102-4. Agent Orange Act of 1991.
P.L. 102-585 § 703. Veterans Health Care Act of 1992.
P.L. 103-446. Veterans' Benefits Improvements Act of 1994.
P.L. 112-260 § 201. Establishment of Open Burn Pit Registry.
P.L. 115-244. Energy and Water, Legislative Branch, and Military Construction and Veterans Affairs Appropriations Act, 2019.

Office of Occupational Health Services

Overview

Occupational Health Services 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.

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 AUSH-OPS to provide program oversight.

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

Office of Health Equity

Overview
The Office of Health Equity (OHE) 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.

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 awareness of internal and external stakeholders 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, provides assistance and guidance to further research and improvement efforts, and to translate 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. Chapter 73. Veterans Health Administration: Organization and Functions.

Office of the Assistant Under Secretary for Health for Quality and Patient Safety

Overview

The Office of the Assistant Under Secretary for Health for Quality and Patient Safety (AUSH Q&PS) brings together the vital pieces of the 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. 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, by integrating multiple VHA program offices under a collaborative directorate, the AUSH Q&Ps is positioned to improve VHA organizational efficiency and effectiveness.

Activities

- Plans, directs, coordinates and evaluates programmatic initiatives aimed at ensuring high quality health care 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 nonprofits 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.

- 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.

- Q&PS 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.

- Q&PS 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.

Authorities

38 U.S.C. Chapter 73. Veterans Health Administration: Organization and Functions.
P.L. 114-41, Title IV. Surface Transportation and Veterans Health Care Choice Improvement Act of 2015.

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.

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 bio-surveillance efforts within VHA, including the VA COVID-19 National

Surveillance efforts, 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 frontline 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 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.

Activities

- Works with the 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 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.

Division of External Accreditation Services and Programs

Overview
The Office of External Accreditation Services and Programs is responsible for managing accreditation vendors within VHA that provide regulatory accreditation of health care facilities, Community Based Outpatient Clinics (CBOC) and CMOP. The accreditation vendors are The Joint Commission (TJC), Commission on Accreditation of Rehabilitation Facilities (CARF) and vendors for consultation and education on survey readiness within VHA.

Activities
- Manages three VHA national accreditation contracts and acts as the direct liaison between VACO and accreditation vendors: The Joint Commission (TJC), 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.

Office of Health Systems Innovation Planning and Coordination

Overview

Health Systems Innovation Planning and Coordination (HSIPC) works in collaboration with clinical partners to plan and execute IT/IM strategies in support of health care quality and continuous improvement.

Activities

- Conducts business analyses to identify, analyze, and document business processes for health care 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 health care 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.

National Center for Patient Safety

Overview

The primary mission of the National Center for Patient Safety (NCPS) is to guide the VA organization and external stakeholders on policies and strategies to measure and mitigate harm to the Veteran and those who support their care. NCPS promotes patient safety activities throughout the enterprise through modeling characteristics of a High Reliability Organization (HRO). This is achieved through innovation, research, education, state of the art metrics, change management, systems learning and design and fostering a just and safe culture.

Activities

- Develops programs and initiatives focused on a systems approach to problem solving using High Reliability Organization principles.
- Designs patient safety curriculum to foster the growth and development of patient safety professionals.
- Develops patient safety guidance with 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, promoting the reporting of adverse events and close calls, and providing local or national guidance based on the results, as appropriate.

- Leads efforts to utilize and promote patient safety research focused on improving clinical processes to prevent harm to the Veteran and those who support their care.

Office of the Product Effectiveness Program

Overview

The Product Effectiveness (PE) Program 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.

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 Reporting, Analytics, Performance, Improvement and Deployment

Overview

The Office of Reporting, Analytics, Performance, Improvement and Deployment (RAPID) 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.

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, 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. Chapter 73. Veterans Health Administration: Organization and Functions.

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.

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 health care 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 management of VHA's national bed/patient informatics tracking applications.

- Leads coordination of the Comprehensive Flow Management (CFM) strategy centered upon integration of key flow informatics applications and analytics.

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.

Activities

- The HRSC includes two divisions which fulfill its primary functions and activities.

Quality Consultation Division

The Quality Consultation Division (QCD) infuses the standards-based discipline of quality management into the health care delivery processes and programs. This, in turn, promotes sustained reliability and excellence in daily practices and services for our Veterans.

Activities

- Supports the creation of effective, repeatable and highly reliable processes for use throughout the continuum of Veteran health care.

- Implements quality management systems based on universally recognized standards, which provide a foundation for sustaining high reliability.

- Facilitates communication, both virtually and on-site, with facilities to identify opportunities for improvement, and then follows through with assistance in their journey to high reliability.

- Develops and Presents training in the areas of Quality Process Auditing to promote continuous readiness in an environment of high reliability.

Quality Systems Division

The Quality Systems Division (QSD) program offers templated and custom solutions to address the inefficiencies and expand the use of quality governance 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.

Activities

- Creates systems based processes using standard technology (SharePoint) to enable facilities to automate administrative tasks important to safe 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 governance systems administration – all tools to sustain and improve a highly reliable organization.

- Provides Help Desk support to answer questions and address issues from customers in the filed in a timely manner.

The Utilization Management Program

Overview

The Utilization Management Program (UM), using evidence-based practices along with continuous measurement and improvement, provides automated tools and consultation to ensure Veterans receive the right care at the right time, in the right place, for the right clinical reason.

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, to assure the right care at the right time, in the right setting, for the right reason.

- In collaboration with the 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.

Office of the Assistant Under Secretary for Health for Operations

Overview

The Office of the Assistant Under Secretary for Health for Operations (AUSH-O) 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 AUSH-O operates VHA health care systems, medical centers and outpatient sites of care. VHA's coverage area is divided into 18 VISN, each a shared system of care working together to better meet local health care needs and provide Veterans greater access to care. The AUSH-O is responsible for ensuring VHA program policies and regulations are executed and supported to fulfill the operating needs of VHA field operations.

Activities

- As the focal point for the flow of information and guidance between VACO and the field, the Office of the AUSH-O 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, VSO, 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, AUSH-OS 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. § 1710B. 1717, 1720C. Noninstitutional Alternatives to Nursing Home Care.
38 U.S.C. § 1718. Therapeutic and Rehabilitative Activities.
38 U.S.C. Chapter 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. Procedures for appointment of HCAs.
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 Veterans Access to Care

Overview

The Office of Veterans Access to Care (OVAC) 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.

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 Emergency Management

Overview

VHA's Office of Emergency Management (OEM) develops and implements the VHA Comprehensive Emergency Management Program (CEMP). VHA OEM supports field operations from primary locations in Washington, D.C. 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.

Activities

- Utilizing the CEMP, VHA OEM coordinates provisions of resources, personnel and incident management support to ensure the continuity of health care 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 health care 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.

Healthcare Operations Center

Overview

The Healthcare Operations Center comprises the Office of Network Support and serves as liaison between VHACO and 18 VISNs, providing guidance and consultation to develop recommendations for VHA senior leadership on operational matters and sensitive issues impacting VHA facilities. Teams of Health System Specialists liaise among the Facilities, VISNs and VHACO. A team of management analysts

track and run daily data reports used by the VA and VHA leadership to monitor Veterans' access to care, other non-VA care and quality of care.

Activities

- Provides 24-hour critical reporting to VA Senior Leaders.
- Manages the VHA issue brief tracker.

Authorities

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

Office of the Assistant Under Secretary for Health for Support Services

Overview

The Office of the Assistant Under Secretary for Health for Support Services (AUSH-SS) 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 clinical and administrative staff in their support of our Nation's Veterans and their families. The Office of AUSH-SS oversees the management of logistics, procurement, supply chain, capital assets, health care engineering, health care technology management, occupational safety and health, Member Services and Veterans Canteen Service. The Office champions the use of innovative strategies as performance improvement and quality improvement techniques appropriate to the agency and its various missions and evaluates these programs and initiatives against short- and long-range VHA objectives.

Activities

- Serves as an advisor to the AUSH for Operations, AUSH for Clinical Services, AUSH for Discovery, Education and Affiliate Networks and AUSH for Patient Care Services. The AUSH-SS 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:
    - Manages VHA's procurement program.
    - Identifies and establishes national priorities for the overall health care system, particularly those programmatic areas of responsibility concerning performance management and financial and operational goal setting.
    - Integrates program office operations to ensure a collaborative focus on the internal customer and Veteran's experience.
    - Evaluates and leverages inputs from external groups including Congress, media and VSOs in effort to shape AUSH-SS program offices' perspectives, behaviors and outputs involving communications and community engagement.
    - Implements VA's Logistics Redesign (VALOR) program.
    - Orchestrates fiscally responsible and efficient procurement, implementation and management of medical technologies, systems, capital assets and equipment, including

environment of care, construction, Risk Identification, Triage, Mitigation and Sustainment (RiTMS), as well as other tools and systems.

Authorities

38 U.S.C. § 7306. Office of the Under Secretary for Health.
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.
VA Acquisition Regulation 801.695-2. Procedures for appointment of HCAs.
VA Acquisition Regulation 801.695-3. Authority of the HCA.

Office of Health Care Environment & Facilities Programs

Overview

Healthcare Environmental and Facilities Programs (HEFP) 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. These programs, outlined below, include the Offices of Capital Asset Management and Engineering Support, Occupational Safety and Health and Green Environmental Management Systems, and the Center for Engineering and Occupational Safety and Health.

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 Directive 1608. Comprehensive Environment of Care.
VHA Directive 1850. Environmental Programs Service.
VHA Directive 1850.06. Waste Management Program.
VHA Directive 1850.07. Textile Care Facility Operations.
VHA Directive 2009-065. Waste Minimization and Compliance Report (RCN 10-99-904).
VHA Directive 2011-013. Guide Dogs and Service Dogs on VHA Property.
VHA Handbook 1850.02. Pest Management Operations.
VHA Handbook 1850.03. Textile Care Management.
VHA Handbook 1850.04. Employee Uniforms.
VHA Handbook 1850.05. Interior Design Operations and Signage.

Office of Capital Asset Management and Engineering Support

Overview

The Office of Capital Asset Management and Engineering Support (OCAMES) 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.

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.

Office of Occupational Safety and Health, and Green Environmental Management Systems

Overview

The Office of Occupational Safety, Health, and Green Environmental Management Systems (OSH/GEMS) Programs 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 Well-Being and Workers Compensation Compliance.

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. Also ensures 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 OSH/GEMS jurisdiction. Proactively engages in 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 health care 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. 94-580. Resource Conservation and Recovery 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.

Center for Engineering and Occupational Safety and Health

Overview

The Center for Engineering and Occupational Safety and Health (CEOSH) 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.

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 Member Services

Overview

Member Services 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.

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 (November2018).
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).
VHA Directive 1502. Homeless Veteran Contact and Referral Management.
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.

Procurement and Logistics Office

Overview

The Procurement and Logistics Office (P&LO) provides contracting support that includes supplies, construction, health care resources, to include medical services, non-medical services and leasing for VHA. P&LO provides operational oversight for VHA's Supply Chain Operations and serves as the primary agent for designing, developing and deploying logistics and program management activities. Procurement and logistics operations ensure VHA clinicians have timely access to high quality goods and services at prices that reflect the purchasing volume of VHA.

Activities

- Awards contracts in support of VHA requirements in support of VHA clinical and administrative requirements, and monitors procurement compliance to ensure VHA procurement actions occur within specified time periods and in accordance with Federal and VA acquisition regulations.

- Administers contracts and/or real property leases under delegations issued by Office of Acquisition, Logistics and Construction contracting activities.
- Oversees and manages the VHA Government Purchase Card Program.
- Transforms logistics and procurement processes to provide responsive, efficient clinical/non-clinical support.
- Coordinates 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.
- Provides program planning, life cycle management and analysis of the VHA's portfolio of High-Cost, High-Technical Medical Equipment (HTME) and imaging equipment.
- Assesses performance and improvement and provides on-site support services to improve VHA supply chain operations.
- Provides data analytics and informatics, creating accurate measurements of the VHA Supply Chain to improve decision making and get advanced warning of supply chain issues, enterprise-wide.

Authorities

48 C.F.R. Federal Acquisition Regulation System Chapter 8. Department of Veterans Affairs.
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.

Veterans Canteen Service

Overview

Veterans Canteen Service (VCS), headquartered in St. Louis, Missouri, is charged with 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 located in VAMCs, CBOC, Outpatient Clinics (OPC), Health Care Centers (HCC) and coffee/food services are offered in three Veterans Benefits Administration locations. VCS is a self-sustaining entity receiving no annual appropriations.

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.

National Cemetery Administration

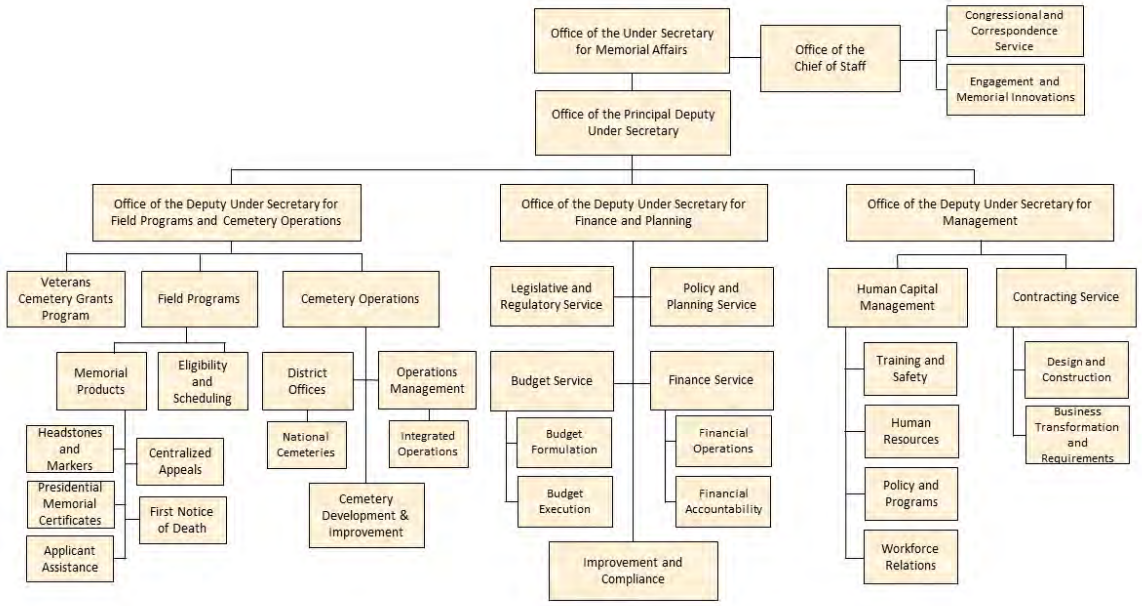

Figure 5 - National Cemetery Administration

Click here for an Alternate Representation of the Organization Chart

Office of the Under Secretary for Memorial Affairs

Mission

National Shrines and Lasting Tributes - **"**NCA honors Veterans and their eligible family members with final resting places in national shrines and with lasting tributes that commemorate their service and sacrifice to our Nation."

Overview

The Under Secretary for Memorial Affairs (USMA) provides leadership and direction for National Cemetery Administration (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. 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.

Activities

The USMA leads and directs the NCA. The Principal Deputy USMA 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 NCA

- 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 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 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 Department of Defense (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. Chapter 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.

Chief of Staff

Overview

The Chief of Staff (COS) is a member of the NCA Management team, providing direct advice and high-level technical support to the Under Secretary and the Principal Deputy USMA, including the Senior Executive Service (SES) leadership team.

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 cross-cutting 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 USMA and NCA staff are authorized to make.

- Oversees the management of executive correspondence and Congressional inquiries for the 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 is a member of NCA's management team and provides executive-level leadership to various programs which perform key outreach, engagement, historical 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.

Public Affairs and Outreach

Overview

Public Affairs and Outreach provides expert public affairs and communications advice and support to the USMA, senior staff, district directors and cemetery directors. Coordinates NCA support to outreach events with VSOs, funeral, mortuary and palliative care industries. Serves as the primary point of contact with VA's Office of Public and Intergovernmental Affairs.

Activities

- Develops official statements, press releases, articles, blogs, social media posts, videos, graphics, biographies, fact sheets, brochures, programs and other materials for NCA.
- Responds to media queries for NCA, in coordination with OPIA. Advises and prepares NCA staff for media engagements. Develops communications plans and field support packages for major commemorations.
- Plans and executes 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 social media sites and monitors pertinent news outlets. Distributes NCA news clips each workday.
- Directs the employment of imagery effectively in furthering NCA communications efforts. Saves this imagery, along with images received from the field, for future use.
- Identifies venues to spread 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, as well as palliative and end-of-life care to eligible Veterans, spouses and family members.

Digital Services

Overview

Digital Services enables NCA and stakeholders/public to receive information, access benefits and interact with memorialization using digital platforms.

Activities

- Manages the content on NCA's internet and intranet sites.
- Manages the Veterans Legacy Memorial (www.va.gov/remember).

Veterans Legacy Program

Overview

The Veterans Legacy Program (VLP), launched on Memorial Day 2016, is currently composed of 4.0 FTE with an additional staff member secured through an Intergovernmental Personnel Agreement.

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, initiated in 2001, is currently composed of three permanent staff who meet the Secretary of the Interior's professional qualifications for history and historic preservation, undertakes primary research to document burial benefits, cemetery and memorial heritage, record the administrative history of the NCA Administration, and collect artifacts and archival material to support these goals. Diverse activities and responsibilities intersect with those of all NCA Services and offices located system wide as well as the Office of the VA Chief Historian.

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; generates, reviews and verifies content for Notable Burials list.

- Serves as subject matter expert 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; produces and reviews history content for NCA website; initiates documentation projects about historic resources, including National Register of Historic Places nominations per § 110 and § 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 projects including procurement of specialized signage and materials-conservation treatment as a as Contracting Officer's Technical Representative; supports other NCA offices meeting preservation requirements per § 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 and Business Operations Support System (BOSS) content for historic resources including monuments, headstones and markers; accountable for new donated monuments and annual verification of total inventory and advises on content of proposed new NCA monuments and carillons.

Office of the Deputy Under Secretary for Field Programs and Cemetery Operations

Overview

The Deputy Under Secretary for Field Programs and Cemetery Operations (DUSFPCO) 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 three NCA leaders: The Executive Director of Cemetery Operations (EDCO); the Executive Director of Field Programs (EDFP); and, the Service Director of the Veterans Cemetery Grants Program (SDVCGP). Through the EDCO, the DUSFPCO is responsible for the operations of five NCA District Offices and all national field facilities, including 151 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 EDFP, the DUSFPCO leads burial eligibility, burial scheduling 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.

Through the SDVCGP, the DUSFPCO leads VA's program to provide funding for states, territories and Federally-recognized tribal governments to establish, expand, and improve Veterans cemeteries that support NCA's mission to honor Veterans and their eligible family members with final resting places in national shrines and with lasting tributes that commemorate their service and sacrifice to our Nation.

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 cemetery operations, field programs, and Veterans Cemetery Grant Program 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 prioritizes efforts 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 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 Cemetery Operations

Overview

The Executive Director of Cemetery Operations leads five NCA District Offices and 151 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 the 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.

Activities

- Supervises the daily operations of five NCA District Offices and all national field facilities, including 142 National Cemeteries and 33 Soldier's Lots and monuments.

- Supervises the NCA Watch Officer Team (resident within the VA Integrated Operations Center, Washington D.C.) 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 Executive 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 interment and gravesite usage, support 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.

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 interment, 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 required to ensure National Cemeteries meet national shrine levels of appearance and service.
- 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 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 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 manages the NCA watch officer team in the VA Integrated Operations Center to collect, coordinate and analyze information about administration activities

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 National Operations Center and the National Response Coordination Center of the Federal Emergency Management Agency when activated.

Cemetery Development and Improvement Service

Overview

Cemetery Development and Improvement Service (CDIS) 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.

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 Executive Director of Field Programs

Overview

The Executive Director of Field Programs 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.

Activities

- Leads the Memorial Products Service, which processes applications for and furnishes 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 SECVA 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) administers policy development, programs and contracts related to the furnishing 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, 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 VA benefit actions upon the death of a Veteran and the Centralized Appeals unit, which administers the NCA portion of the appellate process for denied claims.

- MPS provides oversight for policy development, service provision and contracts related to the Federal headstone, marker and medallion program.

- Reviews and determines appropriate action on requests to inscribe new EOB on Government-furnished headstones and markers.

- Determines eligibility on claims for memorial 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.

- Operates satellite offices in Nashville, TN and 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.

- Program Support Unit establishes policies and procedures for providing statutorily based headstone, marker and medallion benefits. Arranges for the manufacture and delivery of

headstones, markers and medallions to cemeteries and eligible recipients, and ensures appropriate quality control of products.

- Presidential Memorial Certificates Program 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 operates the national customer call center operations to provide direct customer service for inquiries related to headstone, marker and medallion benefits.

- Centralized Appeals Unit 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 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) 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, 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 requests military service records on behalf of claimants 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 they can make similar determinations and/or complete other key memorialization tasks, (such as formatting inscriptions on headstones.)

Activities

- Determines eligibility (Time of Need and Pre-Need) and schedules committal and memorial services for VA National Cemeteries.

- When eligibility cannot be determined by documentation readily available, requests military service records on behalf of Veterans, their families and those acting on their behalf so the NCSO can make an eligibility 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 for unclaimed Veteran burial requests.

- Serves as the program administrator for review and approval of Casket and Urn reimbursement requests provided to certain unclaimed Veterans.

Veterans Cemetery Grants Program

Overview

The Veterans Cemetery Grants Program supports NCA's mission by providing funding for states, territories and Federally-recognized tribal governments to establish, expand, and improve cemeteries that honor Veterans and their eligible family members by providing final resting places in national shrines and with lasting tributes that commemorate their service and sacrifice to our Nation. These cemeteries best support NCA's mission when they are established, expanded, and improved in locations where VA does not offer, and is unlikely to offer based on policy, reasonable burial access to a nearby open national cemetery.

Once requested, in accordance with Federal grant application procedures and rules found in Part 39 of title 38, U.S.C., VA can provide up to 100% of the development cost for an approved project. For establishment of new cemeteries, VA can also 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 NCA.

The administration, operation and maintenance of a VA-supported Veterans cemetery is solely the responsibility of the state, territory or tribal government

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. In accordance with Part 39 of title 38, U.S.C., the program:

- Develops grant application guidelines and timelines.
- 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 approval.
- Monitors expenditures/progress/deliverables to ensure proper use of grant money.
- Makes recommendations to the DUSFPCO on how to address issues concerning state, tribal and territorial cemeteries, which may impact service to Veterans and future VA funding, when Veterans Cemetery Grant Program (VCGP) learns or determines they are not being operated as required by law/regulation or maintained and operated to the operational standards and measures of the NCA.

Office of the Deputy Under Secretary for Finance and Planning/Chief Financial Officer

Overview

The Deputy Under Secretary for Finance and Planning/Chief Financial Officer 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.

Activities

Policy and Planning

- 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.
- Develops, enhances, analyzes and distributes the results of the NCA Employee Interaction Satisfaction Survey.
- Provides access to data dashboards providing visibility of performance metrics.
- Conducts recurring and special studies and prepares management reports covering all facets of NCA unique operations.

Budget Formulation/Execution

- Formulates, justifies and monitors budget requirements, funding, obligations and expenditures for all NCA programs.
- Conducts analysis of demographic trends, gravesite utilization and availability data, and other statistical information for informed decision making.
- Manages capital asset budget requirements, funding execution and inventory.

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 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 rulemaking 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 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 U.S. Veterans who reside within the United States, Puerto Rico and U.S. Island Areas.

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.
- Oversees survey design and implementation, and distribution of data for NCA's Employee Interaction Satisfaction Survey. The survey provides actionable data to enhance the employee experience and fulfill NCA's mission to honor Veterans and their eligible family members.
- Plans, develops, and promotes new policies that improve or enhance the completion of the NCA mission, and supports efforts for implementation throughout NCA.
- Provides field user support for operators of 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 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.

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 and the CAI database.
- 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 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.

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.

- Oversees the integrated Financial and Acquisition Management System (iFAMS) implementation efforts and maintenance for NCA to include process development, testing and training.

- 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.

- 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 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.

Activities

- Conducts regular evaluations of NCA's internal controls systems and provides reports, findings and recommendations to NCA's CFO.

- Administers NCA's Risk Management System with key components: the NCA Risk Register, Risk Profile and Annual Statement of Assurance process.

- 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 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 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.

Activities

- Develops and revises NCA regulations in accordance with the Administrative Procedure Act, that interpret or apply statutory authorities or clarify the benefits and services provided by NCA.

- Establishes and maintains NCA's Directives Management program to develop formal policy/procedures publications to support 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.

- Updates and informs 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 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.

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, health and emergency management.

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 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, health and safety.

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 delivers training and development opportunities that promote employee engagement, safe workplaces, outstanding customer service and our national shrine commitment.

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 VA HCSC and other organizations to ensure that NCA's current and future leaders are positioned for success.

- Oversees operations 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 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 Workers' Compensation Program.

- Manages and oversees the NCA emergency management and preparedness program.

Human Resources Center

Overview

The NCA Human Resources Center (HRC), located in Indianapolis, IN, is responsible for all HR operations and processing for NCA. The HRC administers the delegated HR authorities of the USMA.

Activities

- Responsible for providing advisory assistance, forms processing, regulatory interpretation, and personnel transaction coding for NCA employees and managers within the following areas of HR: recruitment and placement; position classification and management;; personnel security; and employee benefits administration.

- Provides expert advisory HR opinions to NCA management.

- 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 is responsible for developing guidance, plans, and programs that inform and support NCA managers and employees in human capital management areas such as awards, onboarding, offboarding, telework, workforce planning, health and wellness, property/space management, and other workplace matters.

Activities

- Provides advisory services, training, and support to NCA leaders and managers to enhance their efforts to effectively manage the National Cemetery Administration.

- 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, employee moves, acquisition of IT and non-IT equipment, and liaison support for IT issues.

- 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 and succession planning.

- Oversees position management board for NCA Central Office.

Office of Workforce Relations

Overview

The NCA Office of Workforce Relations (OWR) is responsible for labor and employee relations; performance management; reasonable accommodation; employee engagement and the implementation of Federal law and regulation related to Equal Employment Opportunity/Affirmative Employment (EEO), Diversity and Inclusion (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 opportunity, 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 VA Office of Resolution Management Diversity and Inclusion (ORMDI), 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 § 504 complaints).

Activities

- This office serves NCA headquarters, district offices and over one hundred field locations, which includes more than 1,800 employees.

- The OWR 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/Affirmative Employment (AE) (including Special Emphasis Programs and reasonable accommodation), CR programs, employee relations and labor relations.

- The OWR 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 OWR 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, the Office of Personnel Management, and White House initiatives.

- The OWR Office administers the organizations Special Emphasis Programs 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 OWR Office does not perform any Federal EEO complaints processing functions under the control and authority of VA ORMDI.

- The OWR develops policy and provides expert-level authoritative employee/labor relations advice and guidance to agency leadership in an effort to increase knowledge, accountability and workforce productivity.

- Processes reasonable accommodation requests for furniture and IT equipment solutions within NCA Central Office (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. Age Discrimination in Employment Act of 1967 (ADEA).
P.L. 93-112. §§ 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. §§ 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. § 317. Center for Minority Veterans.

Contracting Service

Overview

Contracting Service 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, VA Acquisition Regulations and policies to ensure project coordination plus service delivery on a timely basis to the customer.

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 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.

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 and Requirements Service

Overview

Business Transformation and Requirements Service (BTRS) serves as the liaisons for the NCA and the Office of Information and Technology (OIT). BTRS supports the transformation of NCA by modernizing the NCA-wide IT applications and capabilities. BTRS addresses data weaknesses, expands end-user functionality (e.g. chain of custody tracking, Veteran case status, digital mapping, gravesite validation, online forms, etc.), and enables integration with enterprise services. BTRS leads the design, development and deployment of the modernized architecture, while supporting legacy systems and users, focusing on reducing risks and optimizing resources.

BTRS directs the NCA Freedom of Information Act (FOIA), Records Management (RM), and Privacy Act (PA) Programs. The administration of the FOIA, RM, and PA programs provides the operational oversight and management of requested information, archived documentation and controlled data. BTRS ensures compliance with all applicable Federal and Department of VA regulations and policies and shared documentation is free from privacy, security and disclosure risks.

BTRS provides property accountability, communication and IT infrastructure support for NCA. BTRS delivers NCA enterprise support to facilities and employees and facilitates alignment with stakeholder needs, IT resources, system delivery integration and lifecycle maintenance.

Activities

- Represents NCA business leadership and their needs with OIT, for timely and cost-effective solutions.
- Identifies and leads plans, approaches, designs and deliveries for short-term enhancements to the current business and web platforms and long-term platform replacement.
- Ensures system development solutions are designed and deployed in accordance with the voice of the business.
- Manages the Memorial Benefits Management System program to ensure business outcomes and value delivery.
- Oversees delivery of the overall NCA IT Portfolio, within the constraints of scope, schedule and budget.
- Collaborates with the VA and NCA process leads to define and support the business vision and strategic 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, Army Post cemeteries, Arlington National Cemetery, and various state Veterans' cemeteries on data management systems.
- Engages with VA-wide initiatives and enterprise architecture activities to ensure enterprise models, artifacts, systems, applications and programs include NCA needs and 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 Office of Management and Budget and Paperwork Reduction Act standards.

- Serves as a liaison with field sites on all Tier II IT equipment issues including finance and budget planning, to ensure NCA requirements 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 applicable help desk tickets resolution timely.
- Represents NCA business needs and users with IT for infrastructure support.
- Adopts new technologies and provides support to launch these new capabilities within NCA.
- Coordinates the needs assessments, project development and deployment of facility and employee-based infrastructure communications equipment.
- Serves as NCA liaison with design and construction and OIT to remediate IT and communication spaces.
- Tracks the aging and lifecycle of IT infrastructure equipment and tools to ensure replacement.
- Ensures NCA's compliance with internal and external oversight standards regarding data, information, records and systems.

Office of Accountability and Whistleblower Protection

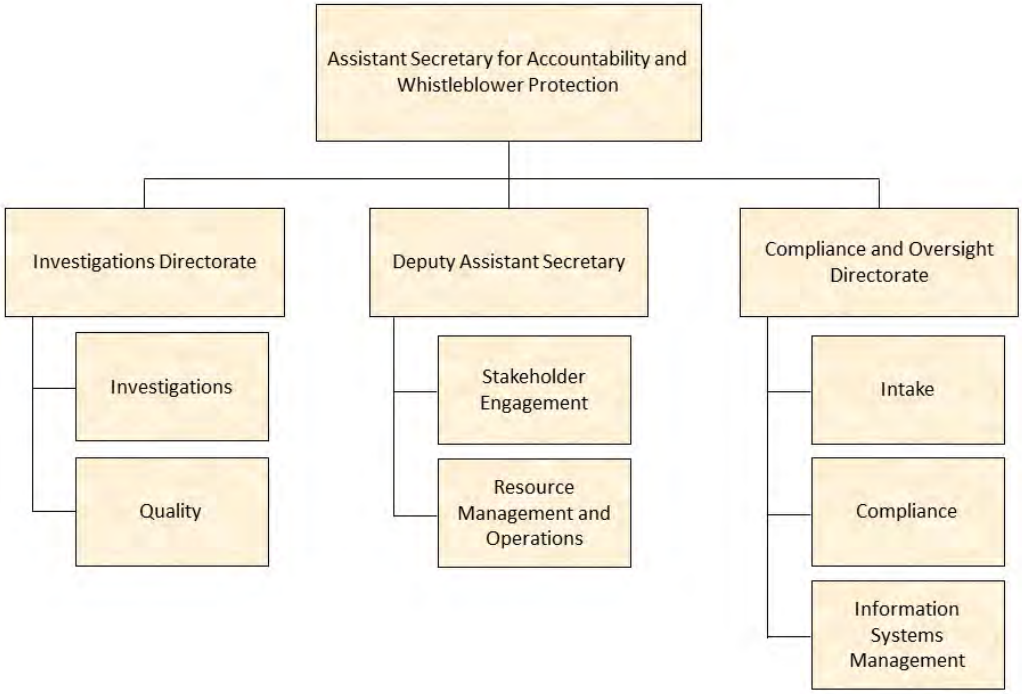

Figure 6 - Office of Accountability and Whistleblower Protection

Alternate representation of the OAWP organization chart

Mission

The mission of the Department of Veterans Affairs (VA), Office of Accountability and Whistleblower Protection (OAWP) is to promote and improve accountability in VA.

Overview

OAWP was established in 2017 and its functions are codified at 38 U.S.C. § 323. OAWP advises the Secretary of Veterans Affairs on accountability within VA. OAWP improves and promotes accountability in VA by investigating allegations of VA senior leader misconduct and poor performance and allegations of whistleblower retaliation. OAWP confidentially receives whistleblower disclosures from VA employees and applicants for VA employment. OAWP tracks and confirms the implementation of recommendations from audits and investigations conducted by several internal and external investigative entities. OAWP identifies trends so that VA can proactively address concerns and improve accountability.

Activities

- Advises the Secretary on all matters relating to accountability at VA.
- Receives whistleblower disclosures from VA employees and applicants for employment. Refers whistleblower disclosures for investigation to VA Administrations or Staff Offices (e.g., the

Veterans Health Administration), if the disclosure does not involve misconduct or poor performance of a VA senior leader or allegations of whistleblower retaliation.

- Receives, reviews and investigates allegations of VA senior leader misconduct or poor performance and makes recommendations for disciplinary action, if appropriate.
- Receives, reviews and investigates allegations of whistleblower retaliation by VA supervisors and makes recommendations for disciplinary action, if appropriate.
- Receives and refers disclosures from the U.S. Office of Special Counsel (OSC) for investigation within VA.
- Records, tracks, reviews, and confirms implementation of recommendations from audits and investigations carried out by VA's Office of Inspector General (OIG), VA's Office of the Medical Inspector (OMI), OSC, and the Government Accountability Office (GAO).
- Analyzes data to identify trends and issue reports to the Secretary.
- Delegated authority to develop and implement whistleblower rights and protections training required under 38 U.S.C. § 733 and 5 U.S.C. § 2302(c).

Authorities

38 U.S.C. § 323. Office of Accountability and Whistleblower Protection.
VA Directive 0500. Investigation of Whistleblower Disclosures and Allegations Involving Senior Leaders or Whistleblower Retaliation.

The Assistant Secretary

Overview

The Assistant Secretary for Accountability and Whistleblower Protection (Assistant Secretary) is appointed by the President, with the advice and consent of the Senate, and reports directly to the Secretary as required under 38 U.S.C. § 323.

Activities

- Leads OAWP and implements its statutory functions and functions delegated by the Secretary.
- Provides strategic leadership and guidance to OAWP.
- Advises the Secretary on all matters relating to accountability within VA.
- Engages with key stakeholders and provides outreach activities.
- Oversees OAWP's budget.
- Leads and directly supervises OAWP's Deputy Assistant Secretary, Executive Director for Investigations, and Executive Director for Compliance & Oversight.

Deputy Assistant Secretary

Overview

The Deputy Assistant Secretary (DAS) reports directly to the Assistant Secretary. The DAS advises the Assistant Secretary on OAWP's budget, acquisitions, stakeholder engagement and human capital functions. The DAS tracks strategic initiatives, including organizational performance and the timely issuing of Congressional reports as required in 38 U.S.C. 323.

Activities

- Advises the Assistant Secretary on OAWP's policy and processes related to OAWP human resource management, employee engagement, employee training, contracting, and OAWP's budget.
- Advises on organizational performance management.
- Develops and oversees the implementation of 38 U.S.C. 733 and 5 U.S.C. § 2302(c) training for all VA employees regarding whistleblower disclosure, whistleblower rights and protection.
- Oversees communication between OAWP and stakeholders.
- Oversees OAWP's Freedom of Information Act and Privacy Act program.

Stakeholder Engagement

Stakeholder Engagement manages OAWP relationships with key internal and external stakeholders, to include Members of Congress, Congressional staff, other agencies of government, Veteran Service Organizations, whistleblower advocacy groups and the media. Develops and provides whistleblower rights and protection training required by 38 U.S.C. § 733 and 5 U.S.C. § 2302(c). Oversees the OAWP's Freedom of Information Act and Privacy Act programs.

Resource Management & Operations

Resource Management & Operations advises on budget, contracting, employee engagement and internal management controls.

Investigations Directorate

Overview

The Investigations Directorate is led by the Executive Director for Investigations who reports directly to the Assistant Secretary. The Investigations Directorate consists of two divisions: the Investigations Division and the Quality Division. The Investigations Division is the primary entity within VA that investigates allegations of VA senior leader misconduct or poor performance and allegations of whistleblower retaliation by VA supervisors. If allegations are substantiated by the Investigations Division, the Executive Director for Investigations, or his or her designee, make recommendations for disciplinary and other action on behalf of the Assistant Secretary. The Quality Division conducts quality assurance for OAWP's investigative process to identify systemic deficiencies in the way OAWP receives, reviews, refers and investigates cases.

Activities

- Primary entity within VA that investigates allegations of VA senior leader misconduct or poor performance and allegations of whistleblower retaliation by VA supervisors in accordance with 38 U.S.C. § 323(c)(1)(H).

- Makes recommendations for disciplinary and other action on behalf of the Assistant Secretary in accordance with 38 U.S.C. § 323(c)(1)(I).

- Conducts quality assurance for OAWP's investigative process to identify systemic deficiencies in the way OAWP receives, reviews, refers and investigates cases. Recommends ways to correct deficiencies to OAWP leadership.

- Advises the Assistant Secretary on policy and processes related to OAWP investigations.

Investigations Division

The Investigations Division is the primary entity within VA that investigates allegations of VA senior leader misconduct or poor performance and allegations of whistleblower retaliation by VA supervisors. If allegations are substantiated by the Investigations Division, the Executive Director for Investigations, or his or her designee, make recommendations for disciplinary and other action on behalf of the Assistant Secretary.

Quality Division

The Quality Division conducts quality assurance for OAWP's investigative process to identify systemic deficiencies in the way OAWP receives, reviews, refers and investigates cases. If systemic deficiencies are identified, the Quality Division recommends ways to correct those deficiencies to OAWP leadership.

Compliance and Oversight Directorate

Overview

The Compliance and Oversight Directorate (COD) is led by the Executive Director for Compliance and Oversight, who reports directly to the Assistant Secretary. The COD Directorate consists of the following divisions: the Intake Division, the Compliance Division, and the Information Systems Management (ISM) Division. The Intake Division is the primary entity within VA that receives whistleblower disclosures from VA employees and applicants for employment. The Compliance Division is the primary entity within VA that tracks and confirms the implementation of recommendations from audits and investigations carried out by OIG, OMI, GAO and OSC. The Compliance Division and the ISM Division identify trends from audits and investigations so that VA can proactively address areas of concern. The ISM Division oversees OAWP's information systems.

Activities

- Primary entity within VA that receives whistleblower disclosures from VA employees and applicants for employment in accordance with 38 U.S.C. § 323(c)(1)(C). Whistleblower disclosures that involve allegations of whistleblower retaliation or allegations of senior leader misconduct or poor performance are transmitted to OAWP's Investigations Directorate. As

required by law, other whistleblower disclosures are referred for investigation to other VA offices in accordance with 38 U.S.C. § 323(c)(1)(D) and (E).

- Primary entity within VA that tracks and confirms the implementation of recommendations from audits and investigations carried out by OIG, OMI, GAO and OSC in accordance with 38 U.S.C. § 323(c)(1)(F).
- Identifies trends from audits and investigations so that VA can proactively address areas of concern in accordance with 38 U.S.C. § 323(c)(1)(G).
- Oversees and manages OAWP's information systems.

Intake Division

The Intake Division is the primary entity within VA that receives, reviews and records all incoming matters involving allegations of senior leader misconduct and poor performance, whistleblower retaliation and whistleblower disclosures submitted by VA employees or applicants for employment. Whistleblower disclosures that involve allegations of whistleblower retaliation or allegations of senior leader misconduct or poor performance are transmitted to OAWP's Investigations Directorate. As required by law, other whistleblower disclosures are referred by the Intake Division for investigation to other VA offices. The Intake Division receives and refers disclosures from OSC for investigation within VA.

Compliance Division

The Compliance Division is the primary entity within VA that records, tracks, reviews and confirms the implementation of recommendations from audits and investigations carried out by OAWP, OIG, OMI, GAO and OSC. The Compliance Division identifies trends from audits and investigations so that VA can proactively address areas of concern.

Information Systems Management Division

The Information Systems Management Division (ISM) implements and maintains OAWP information systems and supports OAWP's portfolio of products, services and processes from research and ideation through detailed design and delivery. The ISM Division collaborates with the Compliance Division to identify trends from audits and investigations so that VA can proactively address areas of concern.

Authorities

38 U.S.C. § 323. Office of Accountability and Whistleblower Protection.
38 U.S.C. § 733. Training regarding whistleblower disclosures.
5 U.S.C. § 2302. Prohibited personnel practices.

Office of Congressional and Legislative Affairs

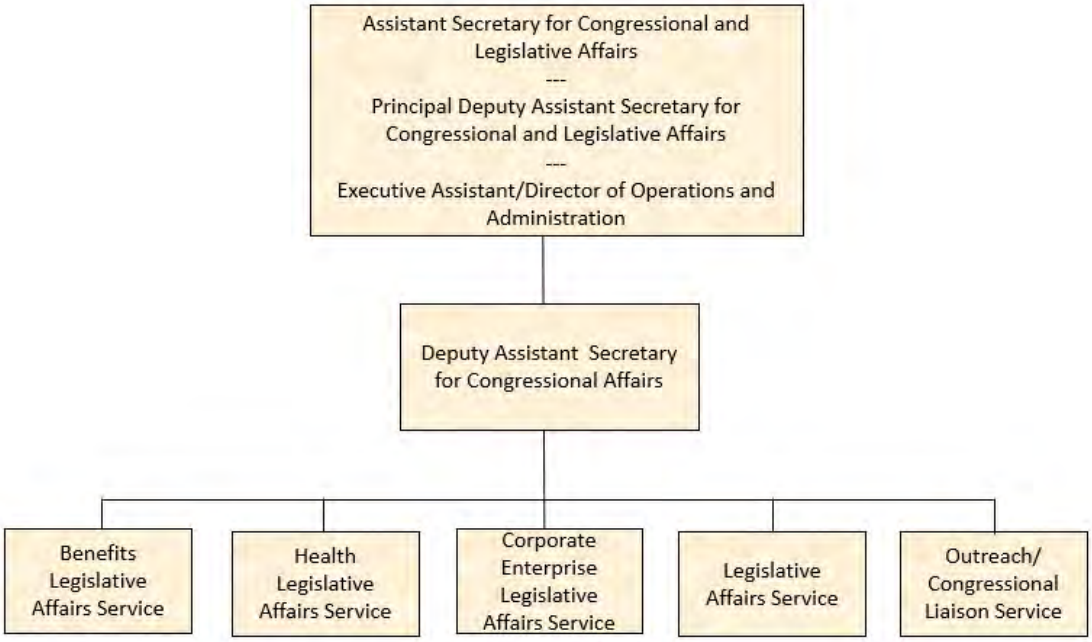

Figure 7 - Office of Congressional and Legislative Affairs

Alternate representation of the OCLA 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 (OCLA) 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.

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 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 provides updates to open recommendations. Ensures responses are provided to GAO in a timely manner and keeps VA leadership appraised of GAO recommendation 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.

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.

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.

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.

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.

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 Major 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.

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. Provides updates to GAO on open recommendations.

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.

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.

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, D.C. 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.

Office of Enterprise Integration

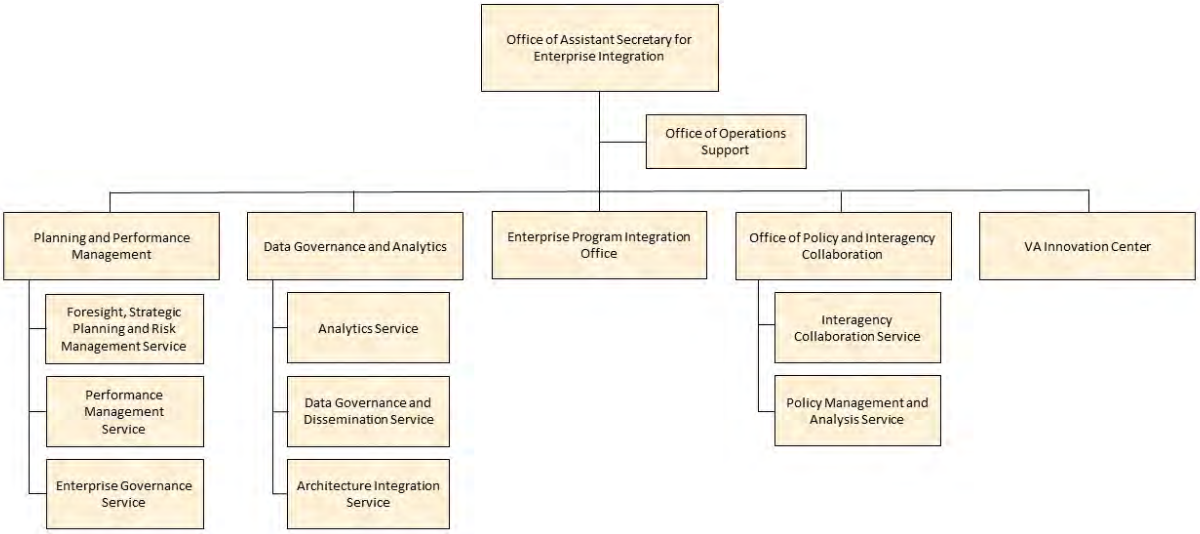

Figure 8 - Office of Enterprise Integration

Alternate representation of the Office of Enterprise Integration organization chart

Office of the Assistant Secretary for Enterprise Integration

Mission

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

OEI leads 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

P.L. 106–554. Information Quality Act (IQA), and Guidelines for Ensuring and Maximizing the Quality, Objectivity, Utility and Integrity information Disseminated by Federal Agencies.
P.L. 108-454 § 805. Report on Servicemembers' and Veterans' awareness of benefits and services available under laws administered by Secretary.
P.L. 113-187. Presidential and Federal Records Act Amendments of 2014.
P.L. 115-435. Foundations for Evidence-Based Policymaking Act of 2018.
P.L. 116-120. Approving the request of the Secretary of Veterans Affairs for a waiver under section 1703E(f) of Title 38, United States Code.
38 U.S.C. §§ 310, 5705, 5721-28 and 7332. Chief Information Officer and Department of Veterans Affairs Information Security Enhancement Act of 2006, (Identity Management and Access), Confidentiality of medical programs and Confidentiality of medical records for substance abuse; Federal Records Act of 1950, as amended, codified.
38 U.S.C. § 320. Department of Veterans Affairs-Department of Defense Joint Executive Committee.
38 U.S.C. § 527. Veterans Benefits: Evaluation and Data Collection.
38 U.S.C. § 8111. Sharing of Department of Veterans Affairs and Department of Defense Health Care Resources.
38 U.S.C. §§ 308, 512. Veterans Benefits: General Provisions.
38 U.S.C. § 1703E. Center for Innovation for Care and Payment.
38 U.S.C. Part I § 308. Veterans Benefits; General Provisions; Assistant Secretaries; Deputy Assistant Secretaries.
40 U.S.C. §§ 11302, 11501, 11315. Public Buildings, Property and Works, Subtitle III – Information Technology Management and Federal Information Technology Acquisition 221 Reform Act (FITARA).
44 U.S.C. §§ 3501, 3502, 3506(b)(2), 3511(a)(2)(D)(b) and 3502. Public Printing and Documents and Confidential Information Protection and Statistical Efficiency Act of 2002.
5 C.F.R. §§ 1320.9 and 1320.8(b)(3). Paperwork Reduction Act.
84 FR 57327. Center for Innovation for Care and Payment.
GAO-14-704G. Standards for Internal Controls in the Federal Government (Green Book).
GAO-15-593SP. A Framework for Managing Fraud Risks in Federal Programs.
P.L. 103-62. Government Performance and Results Act (GPRA) of 1993.
P.L. 111-352. GPRA Modernization Act of 2010.
Office of Management and Budget. President’s Management Agenda: Federal Data Strategy 2020 Action Plan.
OMB Circular A-11. Preparation, Submission and Execution of the Budget.
OMB Circular A-108. Federal Agency Responsibilities for Review, Reporting and Publication under the Privacy Act.
OMB Circular A-11. Preparation, Submission and Execution of the Budget:.

Section 230 – Agency Strategic Planning.
Section 250 – Agency Priority Goals.
Section 290 – Evaluation and Evidence-Building Activities.
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal.
OMB Circular A-123. Appendix A, Management of Reporting and Data Integrity Risk Controls.
OMB Circular A-130. Management of Federal Information Resources, December 1985.
OMB M-05-03. Final Information Quality Bulletin for Peer Review (2005).
OMB M-13-20. Digital Accountability and Transparency Act of 2014.
OMB M-18-16. Appendix A to OMB Circular A-123, Management of Reporting and Data Integrity Risk.
OMB M-19-23. Guidance on carrying out the Foundations for Evidence-Based Policymaking Act.
OMB M-20-03 and Addendum M-20-10. Implementation of Agency-wide Real Property Capitol Planning.
Presidential Policy Directive 40 (PPD-40) National Continuity Policy, July 15, 2016.
VA Directive 0000. Delegations of Authority.
VA Directive 0009. Information Disseminated by VA.
VA Directive 0054. VA Enterprise Risk Management (ERM).
VA Directive 0211. Functional Organization Manual Management (FOM).
VA Directive 0213. Organizational Changes Policy.
VA Directive 0214. Enterprise Governance Structure and Process.
VA Directive 0215. National Academies of Sciences, Engineering and Medicine.
VA Directive and Handbook 0999. Enterprise Directives Management.

Office of Operations Support

Overview

Provides organizational leadership and administrative support through internal leadership oversight and support office functions. Manages and provides administrative support to OEI including budget, personnel, travel, information technology, office space, security and other services.

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.

Planning and Performance Management

Overview

Planning and Performance Management (PPM) leads forward-thinking strategic planning across the enterprise; coordinates strategy development; provides enterprise governance of mission requirements; advises on enterprise performance management; oversees the Department's enterprise governance process; advises on the Department's ERM process; leads the Department's strategic future foresight and assessment; and provides executive leadership for relevant enterprise initiatives. PPM supports

data-driven analysis and decision making to improve the efficiency and effectiveness of VA's management capabilities and operations.

Foresight, Strategic Planning and Risk Management Service

Overview

Foresight, Strategic Planning and Risk Management (FSPRM) leads the Department's forward-thinking planning and risk management processes to address long-range issues. FSPRM collaboratively develops the VA's Strategic Plan, manages VA's ERM framework, and leads the Department's strategic future foresight program.

Activities

- Leads the development and execution of the Department's Strategic Planning Process.
- Develops Strategic Requirements to assist in projecting, prioritizing and allocating resources to meet mission requirements articulate in the strategic objectives of the VA Strategic Plan.
- Facilitates implementing the Evidence Act by incorporating the creation of VA's Learning Agenda and Capacity Assessments into the quadrennial strategic planning process.
- Chairs the Department's enterprise-spanning Strategic Planning Team which coordinates the development and oversees execution of the Department's strategic plan.
- Provides advisory support and expertise to Administrations and Staff Offices to ensure their long-range planning efforts align to and complement the Department's Strategic Plan.
- Leads the biennial development of VA's Agency Priority Goals (APGs) to focus departmental efforts and drive progress on leadership priorities.
- Leads the Department's ERM program by providing advisory support and facilitating collaboration throughout the enterprise and other Federal agencies to provide training, processes, and tools as well as to produce the annual Risk Register and Risk Profile.
- Applies strategic foresight methodologies (alternate futures, environmental scanning, scenario-based analysis, etc.) to guide policy and shape strategy decisions, developing futures analyses for the Department's senior leaders, strategic planning community and other stakeholders.
- Co-Chairs the Federal Foresight Community of Interest - hundreds of members from private and public organizations collaborating to share best practices and strategic foresight information across Federal and state governments, academic institutions and research institutes.

Authorities

P.L. 103-62. Government Performance and Results Act (GPRA) of 1993.
P.L. 111-352. GPRA Modernization Act of 2010.
P.L. 115-435. Foundations for Evidence-Based Policymaking Act of 2018.
GAO-14-704G. Standards for Internal Controls in the Federal Government (Green Book).
GAO-15-593SP. A Framework for Managing Fraud Risks in Federal Programs.
OMB Circular A-11. Preparation, Submission and Execution of the Budget. Sections 230, 250 and 290.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Controls.
OMB Memorandum M-20-03 and Addendum M-20-10. Implementation of Agency-wide Real Property Capitol Planning.
Presidential Policy Directive-40 National Continuity Policy, July 15, 2016.

Performance Management Service

Overview

Performance Management Service conducts performance management across the enterprise and includes the oversight, development, reporting and tracking of measures and metrics (both actuals and targets) associated with the activities of Administrations and Staff Offices. This includes both outcome-based measures and metrics tied to VA strategic priorities and reported external to the Department, as well as more tactical output based metrics and measures used to assess the performance of internal operational processes.

Activities

- Plans, facilitates, documents and reports performance metrics throughout the enterprise.
- Prepares in-depth performance analyses, in collaboration with stakeholders and for the use of executive leadership.
- Provides guidance, support and expertise to Administrations and Staff Offices on developing, modifying, implementing comprehensive performance management.
- Produces VA's Annual Performance Plan (APP), Annual Performance Plan & Report (APP&R), Strategic Review, and the performance section of the Agency Financial Report (AFR) for VA's performance results during and at the end of each fiscal year.
- Administers status reporting of VA's APGs to OMB.
- Collaborates with the Evaluation Officer, the Foundations for Evidence-Base Policymaking Work Group, and the Administrations and Staff Offices to create and submit the Agency Evaluation Plan each year with the APP&R.
- Integrates effective performance management with strategic planning, enterprise risk, evidence act, sound program management and requirements management processes.
- Ensures Department complies with the Government Performance and Results Act (GPRA) and GPRA Modernization Act.

Authorities

P.L. 103-62. Government Performance and Results Act (GPRA) of 1993.
P.L. 111-352. GPRA Modernization Act of 2010.
P.L. 115-435. Foundations for Evidence-Based Policymaking Act of 2018.
OMB Circular A-11. Preparation Submission and Execution of the Budget.

Enterprise Governance Service

Overview

The Enterprise Government Management (EGM) Team serves as the Governance Secretariat for VA senior leadership to provide strategic direction, maintain accountability and oversight to make enterprise decisions in accomplishment of the Department's mission. EGM oversees the day-to-day management and administration of VA's governance process to support and deliver a collaborative, integrated and transparent decision making process.

Activities

- The Enterprise Governance Team provides the following services to VA senior leadership.
- Establishes policies and standard operating procedures for governance structures and bodies enterprise-wide.
- Schedules and coordinates governance board meetings and all related activities for effective decision making.
- Establishes and manages agendas, charters and other artifacts of governance.
- Tracks meeting action items to completion to ensure accountability.
- Communicates governance board information and decisions to stakeholders in the most transparent and effective manner.
- Manages records for governance boards in accordance with VA Directive 6300.
- Provides guidance, support and expertise to Administrations and Staff Offices on developing effective governance bodies and councils as necessary.

Authorities

VA Directive 0214. Enterprise Governance Structure and Process.
VA Directive 6300. Records Management.

Office of Data Governance and Analytics

Overview

The Office of Data Governance and Analytics (DGA) is responsible for catalyzing, organizing, and leading efforts across VA to use Veteran and business data, information sharing and interoperability and analytics to drive operational and strategic improvements. The Executive Director of DGA is VA's Chief Data Officer.

Activities

- Leads the Department's the development and implementation of enterprise-wide data governance, management, stewardship and standards, including open data initiatives and VA business data policy.

- Develops the agency's enterprise architecture, campaign plans, and transition strategies and includes activities associated with describing the current state and defining the target state and transition strategy for an organization's people, processes and technology.

- Manages VA's repository of functional data and information comprising the VA information and reference architecture.

- Publishes a wide range of data analytic and statistical products such as the Unique Veterans/Utilization Report, Women Veterans Report, Minority Veterans Report, Veteran profiles, Geographic Distribution of VA Expenditures (GDX), VA State Summaries, infographics and other data visualizations.

- 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 Projections 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 and analytics from the public.

Authorities

P.L. 108-454 § 805. Veterans Benefits Improvement Act of 2004.
P.L. 115-435. Foundations for Evidence-Based Policymaking Act of 2018.
38 U.S.C. §§ 308, 512. Veterans Benefits: General Provisions.
38 U.S.C. § 527. Veterans Benefits: Evaluation and Data Collection.

Analytics Service

Overview

The Analytics Service (AS) provides VA's data analytics product line and knowledge management, including demographic and program outcomes, predictive analytics; lifetime outcomes. The Service provides data analytics and geospatial analytics services and products to support VA planning, policy analysis, reporting and decision making activities. The Service projects future Veteran population and demographic characteristics and manages the collection and disseminates official statistics on Veteran well-being and lifetime outcomes. The Service consists of three teams: Predictive Analytics, Statistics and Analytics and Lifetime Analytics. The Director of the Analytics Service is VA's Statistical Official.

Authorities

P.L. 115-407. Veterans Benefits and Transition Act of 2018.
P.L. 115-48. Harry W. Colmery Veterans Educational Assistance Act of 2017.
P.L. 115-435. Foundations for Evidence-Based Policymaking Act of 2018.
38 U.S.C. § 512. Delegation of authority; assignment of functions and duties.
38 U.S.C. § 527. Evaluation and Data Collection.

44 U.S.C. §§ 3514(e)(8) Responsiveness to Congress.
44 U.S.C. § 3563. Notification of eligibility.
5 C.F.R. 1320.9 and 1320.8(b)(3). Paperwork Reduction Act.
OMB M-19-16. Centralized Mission Support Capabilities for the Federal Government (2019).
OMB M-19-23. Guidance on carrying out the Foundations for Evidence-Based Policymaking Act.

Statistics and Analytics Team

Overview

The Statistics and Analytics (SA) Team provides data analytics and geospatial analytics services and products to support VA planning, policy analysis, reporting and decision making activities.

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, and numerous other products disseminated on the National Center for Veterans Analysis and Statistics (NCVAS) website: https://www.va.gov/vetdata/

- Manages the resources required for data collection and processing and for conducting data and geospatial analytic activities.

Predictive Analytics Team

Overview

The Predictive Analytics (PA) Team maintains databases of the current and past Veteran populations and projects future Veteran populations to support VA planning, policy analysis, reporting and decision making. PA is responsible for developing and disseminating statistics on the Veteran population and VA programs. Work products provide the necessary evidence to support planning and decision making to improve the economic and social well-being of Veterans and their families.

Activities

- Model estimates and projections of the 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 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. Validates and conducts quality control of raw data prior to integration into USVETS.

Lifetime Analytics Team

Overview

The Lifetime Analytics (LA) team disseminates official statistics on Veteran well-being and lifetime outcomes.

Activities

- Coordinates the Suicide Prevention Data Summit to understand how VA can collectively remove barriers and improve data policy, information sharing processes and analytic tradecraft and collaboration; with suicide prevention as the central use case.

- Collaborates with other agencies including Department of Defense (DoD) to develop joint analytics and evidence-building efforts to better understand the lifetime cost and impact of benefits and services. Work includes deep dives into specific priorities such as suicide prevention.

- Manages key analytic questions and map them back to appropriate data sources. This goes into the direction of the learning agenda and evidence-building which is an important VA alignment point.

Data Governance and Dissemination Service

Overview

The Data Governance and Dissemination Service (DGD) is responsible for the management and administration of the VA Data Governance Council (DGC), the development of data policy, and oversight of the implementation and organizational compliance with data and information policies and standards. DGD disseminates statistics and analytics on the Veteran population and VA programs and is responsible for DGA's mission management. The Service consists of two teams: Data Governance and Implementation, and Reports and Information.

Authorities

P.L. 115-435. Foundations for Evidence-Based Policymaking Act of 2018.

38 U.S.C. § 310, § 5705, § 5721-28 and 7332. Chief Information Officer and Department of Veterans Affairs Information Security Enhancement Act of 2006, (Identity Management and Access), Confidentiality of medical programs and Confidentiality of medical records for substance abuse; Federal Records Act of 1950, as amended, codified.

40 U.S.C. §§ 11302, 11501, 11315. Public Buildings, Property and Works, Subtitle III – Information Technology Management and Federal Information Technology Acquisition 221 Reform Act (FITARA).

44 U.S.C. §§ 3501, 3502, 3506(b)(2), 3511(a)(2)(D)(b) and 3502. Public Printing and Documents and Confidential Information Protection and Statistical Efficiency Act of 2002.

P.L. 106–554. Information Quality Act (IQA), and Guidelines for Ensuring and Maximizing the Quality, Objectivity, Utility and Integrity information Disseminated by Federal Agencies.

P.L. 113-187. Presidential and Federal Records Act Amendments of 2014.

5 C.F.R. 1320.9 and 1320.8(b)(3). Paperwork Reduction Act.

OMB Circular A-11. Preparation, Submission and Execution of the Budget.

OMB Circular A-108. Federal Agency Responsibilities for Review, Reporting and Publication under the Privacy Act.

OMB Circular A-123. Appendix A, Management of Reporting and Data Integrity Risk.

OMB Circular A-130. Management of Federal Information Resources, December1985.

OMB M-05-03. Final Information Quality Bulletin for Peer Review (2005).

OMB M-13-20. Digital Accountability and Transparency Act of 2014.

OMB M-18-16. Appendix A to OMB Circular No. A-123, Management of Reporting and Data Integrity Risk.

OMB M-19-23. Guidance on carrying out the Foundations for Evidence-Based Policymaking Act.

Office of Management and Budget. President's Management Agenda: Federal Data Strategy 2020 Action Plan.

Data Governance and Implementation Team

Overview

The Data Governance and Implementation Team (DGI) is responsible for leading VA's enterprise data governance, data policy and data implementation plans. DGI also manages the Department's data stewardship program.

Activities

- Serves as the Secretariat for the VA DGC collection and supports policy.
- Manages data governance activities, policy implementation and oversight.
- Manages Department's Open Data program coordination, implementation and oversight.
- Manages DGA's privacy compliance and data sharing agreements.

Reports and Information Team

Overview

The Reports and Information Team (RI) is responsible for disseminating statistics and analytics on the Veteran population and VA programs to internal and external stakeholders to support decision making and policy development. RI supports VA's Paperwork Reduction Act policy, including statistical review of information collection requests, and coordinates specialized VA reports to the Office of Management and Budget (OMB). RI is also responsible for DGA's mission management, such as budgeting and staffing.

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 DGA's contracts and related activities such as budgeting and staffing.
- Coordinates VA's submission to the OMB's *Statistical Programs of the United States Government* ("Blue Book") and Information Quality Act reporting.

Architecture Integration Service

Overview

The Architecture Integration Service (AI) develops VA's integrated view of objectives, requirements, investments, activities, processes, performance and outcomes. The Service supports the administration and management of the VA's repository of functional data and information comprising the VA information and reference architecture and the development of VA business data policy and standards.

AI is responsible for VA's business and information architecture frameworks and portfolio analysis associated with requirements, functions, organizations, resources, IT systems and system components, facility and facility type, Veteran outcomes, performance and risks.

Activities

The AI Service develops and coordinates implementation of:

- Business Data Standards
- Business Process Model governance and standards
- Business Data and Information governance and standards
- Business Architecture Data Environment
- Product Line, VA Program, Technology Business Model (TBM) integration
- Enterprise Requirements Management capability development
- Analytic tools and models
- Business Systems Integration Analysis and planning
- VA's conceptual and logical data models
- Interface Control Documents
- Information architecture and standards
- Data management principles

The AI Service also:

- Develops and manages VA business architecture
- Manages BA Governance and Change Management Board
- Develops and manages VA information architecture
- Supports the integration of business, data, systems and application architectures

Authorities

P.L. 115-435. Foundations for Evidence-Based Policymaking Act of 2018.
P.L. 103-62. Government Performance and Results Act (GPRA) of 1993.
5 C.F.R. § 1320.9. Agency certifications for proposed collections of information.
5 C.F.R. § 1320.8(b)(3). Agency collection of information responsibilities.
P.L 107-347 §§ 3601, 3602. E-Government Act of 2002.
OMB Circular A-11. §§ 53, 55.4, and 240.18. Preparation, Submission and Execution of the Budget.
OMB Circular A-130, Chapter 5. Management of Federal Information Resources. December 1985.
OMB M-16-23. Prioritizing Federal Investments in Promise Zones.
OMB M-19-16. Centralized Mission Support Capabilities for the Federal Government (April 26, 2019).
OMB M-19-23. Guidance on carrying out the Foundations for Evidence-Based Policymaking Act.
Office of Management and Budget. President's Management Agenda: Federal Data Strategy 2020 Action Plan.

Enterprise Program Integration Office

Overview

The Enterprise Program Integration Office (EPIO) 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.

EPIO 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 enterprise initiatives.
- 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 as the enterprise integrator focused on:
    - Reviewing each major initiative to track schedules, inter-dependencies, risks, and program transition points;
    - Facilitating Executive Leadership's Executive Steering Committee briefings;
    - Facilitating the Secretary's and Deputy Secretary's program reviews; and
    - Leading real time integration and program updates through the Joint Operations Center and other governance bodies.
- Applies best business practices and leveraging technology and process improvements to help achieve successful outcomes for enterprise initiatives.

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.).

Activities

- Manages the Department's policy and delegation of authority processes.

- Manages the Department's organizational change process.
- Maintains a centralized repository of directives, handbooks, notices, VA financial policies, VA acquisition regulations and delegations of authority.
- Conducts enterprise-wide policy formulation, analysis, implementation and evaluation.
- Manages the day-to-day operations of VA's National Academy of Science, Engineering and Medicine Task Force.
- Publishes and maintains the Department's Functional Organization Manual (FOM).
- Provides oversight of the E.O. 13891 guidance document process.
- Facilitates the development and integration of joint policies and programs between VA and 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 joint activities.
- In coordination with DoD, develops and publishes the VA-DoD Annual Report to Congress on VA-DoD resource sharing and 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 JEC and collaboration with other Federal partners. ICS supports JEC, Benefits Executive Committee (BEC), and Health Executive Committee (HEC), and other workgroups to improve service delivery to Veterans.

Activities

- Facilitates the development and integration of joint policies and programs between VA and 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 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 JSP to synchronize joint activities.
- In coordination with DoD, develops and publishes the VA-DoD Annual Report to Congress on VA-DoD resource sharing and 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 the Department's organizational change process and FOM updates and changes to VA's organizational hierarchy in VIEWS and provides policy analysis support to the Secretary and VA senior leadership. PMAS also facilitates interagency collaboration with external partners such as the National Academy of Medicine, USDA and the Internal Revenue Service to further Veteran policy agenda.

Activities

- Manages the Department's policy and delegation of authority processes.
- Manages the Department's organizational change process.
- Maintains a centralized repository of directives, handbooks, notices, VA financial policies, VA acquisition regulations and delegations of authority.
- Conducts enterprise-wide policy formulation, analysis, implementation and evaluation.
- Manages the day-to-day operations of VA's National Academy of Science, Engineering and Medicine Task Force.
- Publishes and maintains the Department's FOM.
- Provides oversight of the Executive Order (E.O.) 13891 guidance document process.

Authorities

38 U.S.C. § 320. Department of Veterans Affairs-Department of Defense Joint Executive Committee.
38 U.S.C. § 8111. Sharing of Department of Veterans Affairs and Department of Defense Health Care Resources.
VA Directive 0000. Delegations of Authority.
VA Directive 0211. Functional Organization Manual Management (FOM).
VA Directive 0213. Organizational Changes Policy.
VA Directive 0215. National Academy of Science, Engineering and Medicine Task Force.
VA Directive and Handbook 0999. Enterprise Directives Management.

VA Innovation Center

Overview

The VA Innovation Center (VIC) manages innovation programs across the enterprise and includes activities that focus on trying new approaches, new systems and planning investments in different ways.

The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018, § 152 established the Center for Innovation for Care and Payment to carry out pilot programs to develop innovative approaches to testing payment and service delivery models in order to reduce expenditures while preserving or enhancing the quality of care furnished by VA. The VIC has been tasked with carrying out this effort. VIC's portfolio activities are interdependent, integrate efforts and maximize impact.

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

38 U.S.C. § 1703E. Center for Innovation for Care and Payment.
84 F.R. 57327. Center for Innovation for Care and Payment.
P.L. 116-120. Approving the request of the Secretary of Veterans Affairs for a waiver under section 1703E(f) of Title 38, United States Code.

Office of Human Resources and Administration/Operations, Security and Preparedness

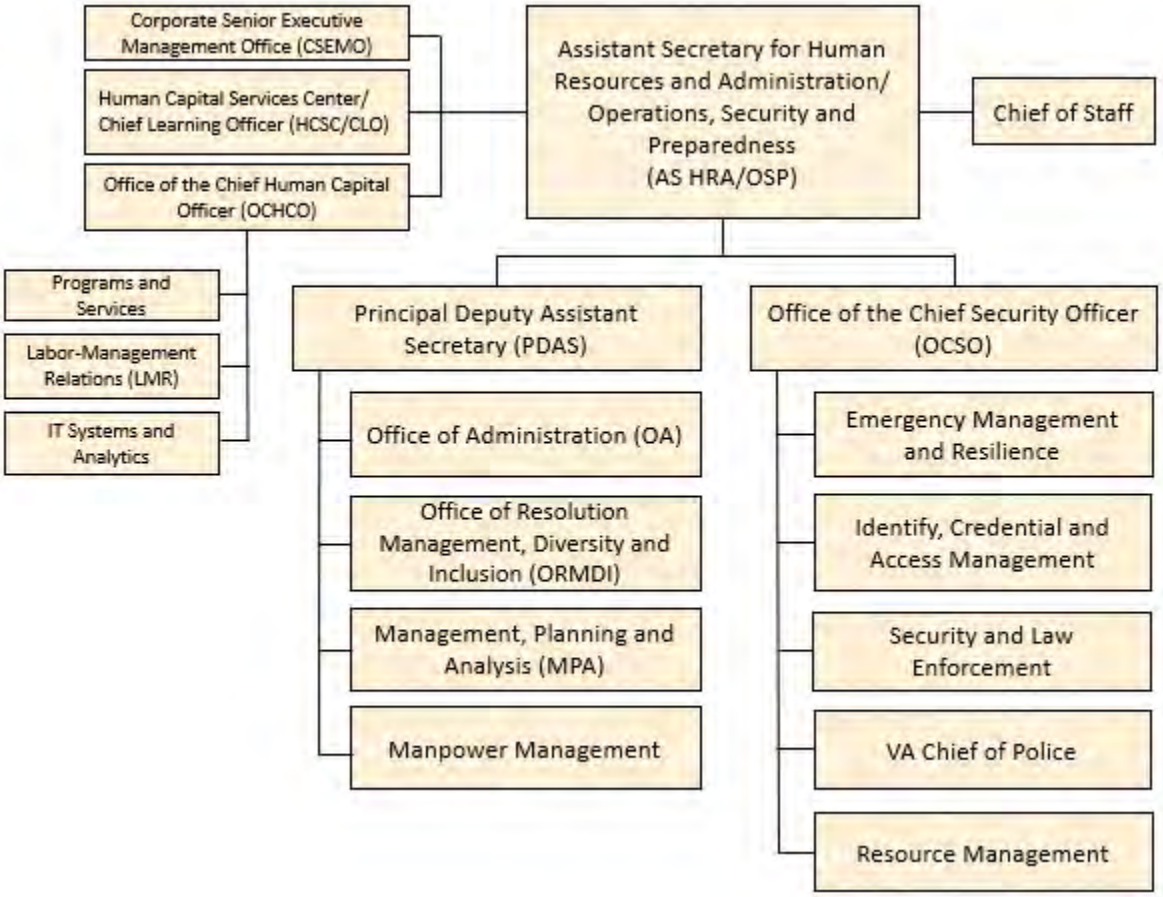

Figure 9 - Office of Human Resources and Administration/Operations, Security and Preparedness

Alternate representation of the OHRA/OSP organization chart

Mission

The mission of the Office of Human Resources and Administration/Operations, Security and Preparedness (HRA/OSP) is to lead the development and implementation of human capital management strategies, security and preparedness policies and capabilities that result in an accountable, skilled and engaged workforce that provides excellent customer service to Veterans and their families.

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

Overview

HRA/OSP directly supports the execution of the VA Strategic Plan, 2018-2024 Objective 4.2 (*VA Will Modernize Its Human Capital Management Capabilities*) and indirectly supports Management Objective 4.1 (*Improve VA's Infrastructure, Decision making Protocols and Streamlined Services)* and Strategic Objective 3.2 (*VA Holds Personnel and External Service Providers Accountable*). The following programs and services are core enterprise-wide functions: Human Resources Information Technology (HRIT) and

competency-based workforce development for VA employees and leaders; manpower/position management policy and oversight; 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; labor relations 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; workforce training and development policy and management of the Training Management System; identity access management; law enforcement oversight; and emergency management and preparedness.

Authorities

VA Directive 0006. Talent Management System (TMS) E-Learning Section 508.
VA Directive 0325. Department of Veterans Affairs Personnel Accountability.
VA Directive and Handbook 0633. Transit Benefit Program.
VA Directive and Handbook 0634. Transit Benefit Bicycle Program.
VA Directive and Handbook 5001. System of VA Human Resources Management Directive and Handbooks General, Introduction and Administration.
VA Directive 5002. Workforce Planning and Succession.
VA Directive and Handbook 5003. Position Classification, Job Grading and Position Management.
VA Directive 5004 Employee On-line Entrance.
VA Directive and Handbook 5005. Staffing.
VA Directive 5006. Exit Survey.
VA Directive 5007. Pay and Administration.
VA Directive 5009. Employee Benefits regarding Phased Retirement Program.
VA Directive 5010. Manpower Policy.
VA Directive 5011. Hours of Duty and Leave.
VA Directive and Handbook 5013. Performance Management Systems.
VA Directive and Handbook 5015. Employee Development.
VA Handbook 5017/4. Employee Recognition and Awards.
VA Directive and Handbook 5019. Employee Occupational Health Service.
VA Directive 5021. Employee/Management Relations.
VA Directive and Handbook 5023. Labor-Management Relations.
VA Directive and Handbook 5024. Human Capital management Accountability Systems.
VA Directive and Handbook 5025. Legal.
VA Directive and Handbook 5027. Senior Executive Service (SES).
VA Directive and Handbook 5383. VA Drug Free Workplace Program.
VA Directive 5610.3. Compressed Work Schedules 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.

Office of the Principal Deputy Assistant Secretary

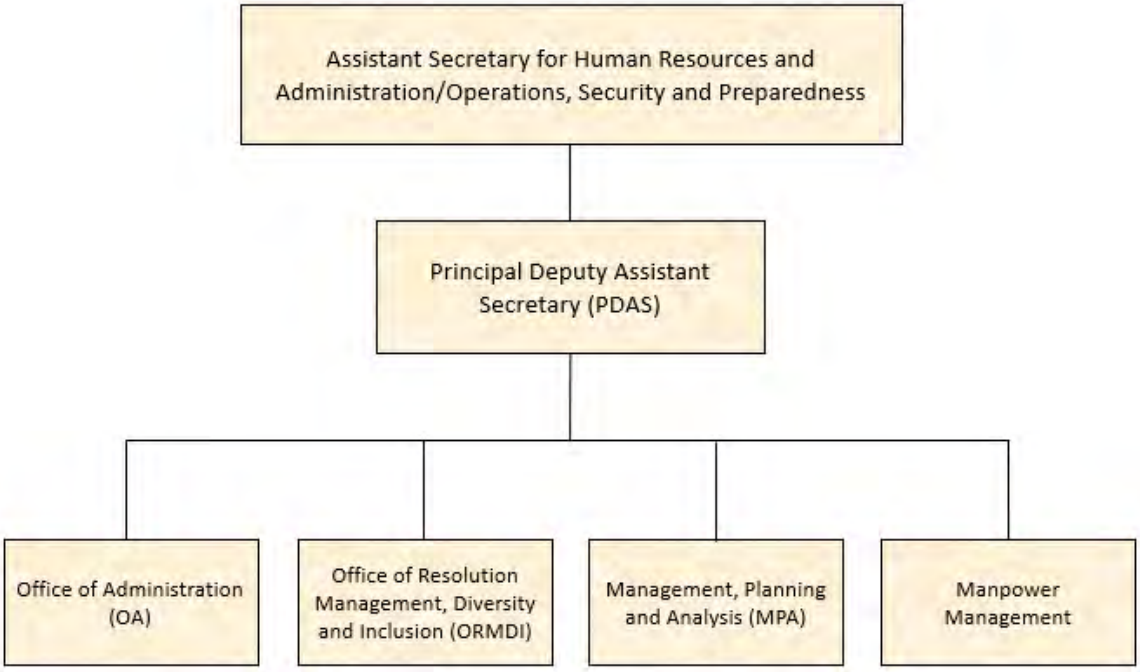

Figure 10 - Office of the PDAS, HRA/OSP

Alternate representation of the Office of the PDAS organization chart

Overview

The Office of the Principal Deputy Assistant Secretary (PDAS) oversees the Office of Administration; the Office of Resolution Management, Diversity and Inclusion; Management, Planning and Analysis and Manpower Management.

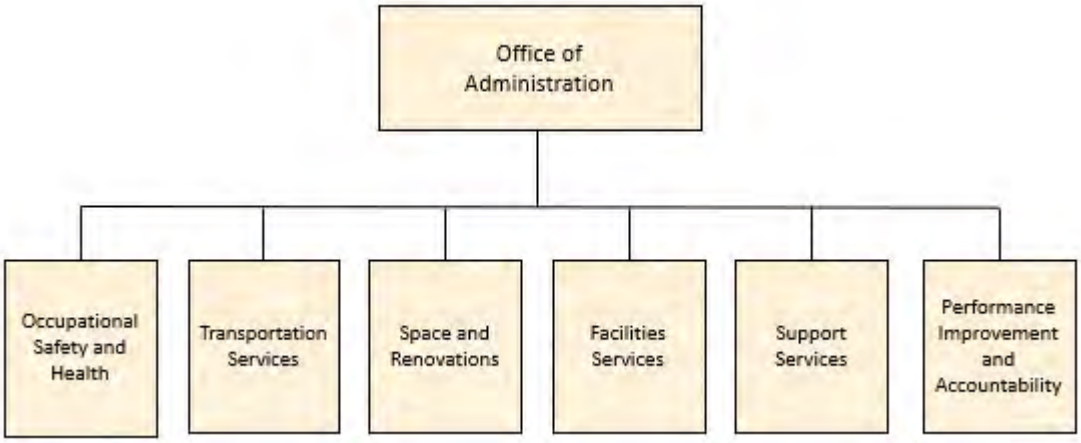

Figure 11 - Office of Administration, HRA/OSP

Alternate representation of the OA organization chart

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 nationwide support for Occupational Safety and Health, Transit Benefits and Executive Correspondence. OA also provides a myriad of services to over 6,000 employees within the VA Central Office (VACO).

Activities

- Manages the Department's Occupational Safety and Health (OSH) and Workers' Compensation (WC) programs.
- Directs facilities management services for the VACO, including building operations, emergency preparedness, media services and shared conference room scheduling.
- Provides support services to VACO organizations including records management, mail operations, personal property management and executive correspondence.
- Directs Transportation Services. These encompass the Department's Transit Benefit Program policy and coordination of fare distribution, VACO parking, executive driving services and the VACO shuttle bus program.
- Manages and directs the space and renovation needs for the VACO campus.
- Directs the institutionalization, integration and oversight of continuous process improvement (CPI) processes for OA and HRA/OSP 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.

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.

- Provides oversight and coordination of the Information Sharing Agreement (ISA) program which is a joint effort between the Department of Labor and the Veterans Benefits Administration to reduce potentially fraudulent activities related to disability claims.

Transportation Services

Overview

The transit benefit program is designed to improve air quality, reduce traffic congestion and conserve energy by encouraging employees to commute by means other than single-occupancy motor vehicles. Other services offer vehicle parking across numerous garages in the VACO vicinity, scheduled bus service shuttling employees between multiple VACO facilities and an executive driving program that serves senior management in VACO.

Activities

- Directs VA Transit Benefit Program policy nationwide.
- Coordinates application submission and fare media distribution nationwide and oversees fare media distribution in the National Capital Region (NCR).
- Conducts periodic nationwide audits and provides advice and recommendations to field transit managers and administrators on cases of fraud and abuse.
- Provides subsidized parking services for roughly 200 employees at eight garages in the vicinity of VACO.
- Directs the shuttle bus program which transports employees at least once an hour to various facilities across the VACO campus.
- Directs and manages the executive driving service which utilizes fleet vehicles secured from the General Services Administration (GSA) fleet program to transport VA senior leadership to locations primarily within Washington, D.C.

Space and Renovations

Overview

Manages the space and inventory needs of VACO organizations within the NCR. This includes leasing additional space and renewing leases through the GSA.

Activities

- Manages the space needs of VACO organizations within the 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.

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.
- Leads and directs the Media Services program which provides critical services for VACO including executive photography, audio visual support for conferences and special events, and graphical design services.

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, Property accountability, Parking and Executive Transportation.

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-Information Technology (IT) property).
- Directs all mail U.S. Postal Service (USPS) mail operations (metered, FedEx, UPS) for VACO, which include two mailrooms outside of 810 Vermont Avenue.
- Provides records management support, oversight and guidance for VACO organizations.

Performance Improvement and Accountability

Overview

Manages all aspects of OA's 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.

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. 103-172. Federal Employees Clean Air Incentives Act, 1993.
P.L. 103-3. Family and Medical Leave Act of 1993.
P.L. 103-62 § 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).
P.L. 91-956. Occupational Safety and Health.
18 U.S.C. § 1001. Fraud and False Statements; Statements or Entries Generally.
26 U.S.C. § 132(f)(2). Certain Fringe Benefits.
5 U.S.C. § 7905. Programs to Encourage Commuting by Means Other Than Single-Occupancy Motor Vehicles.
5 U.S.C. § 8101, et seq. Compensation for Work Injuries.
50 U.S.C. §§ 1701–1706. Presidential POWER Initiative: Protecting Our Workers and Ensuring Reemployment (FR Doc. 2010-18176).
29 C.F.R. 1960.6 (a). Designation of Agency Safety and Health Officials.
38 C.F.R. Chapter I - Department of Veterans Affairs.
E.O. 12196, § 2-201 (c). Occupational Safety and Health Programs for Federal Employees.
E.O. 13150. Federal Workforce Transportation.
OMB Circular A-11. Preparation Submission and Execution of the Budget.
U.S. General Services Administration. Federal Acquisition Regulation (FAR).
U.S. General Services Administration. Federal Acquisition Regulation System Chapter 8—Department of Veterans Affairs.
U.S. General Services Administration. Federal Management Regulation, Subchapter B. Personal Property.
U.S. General Services Administration. Federal Management Regulation. Subchapter G. Administrative Programs.
U.S. General Services Administration. Federal Management Regulation. Part 13. Simplified Acquisition Procedures.
VA Directive 5810. Managing Workers' Compensation Cases and Costs.
VA Directive 7700. Occupational Safety and Health.
VA Directive and Handbook 6301. Procedures for Handling Electronic Mail Records.
VA Directive and Handbook 7002. Logistics Management.
VA Directive and Handbook 7240. Transportation and Traffic Management;
VA Directive and Handbook 7241. Transportation and Motor Vehicles.

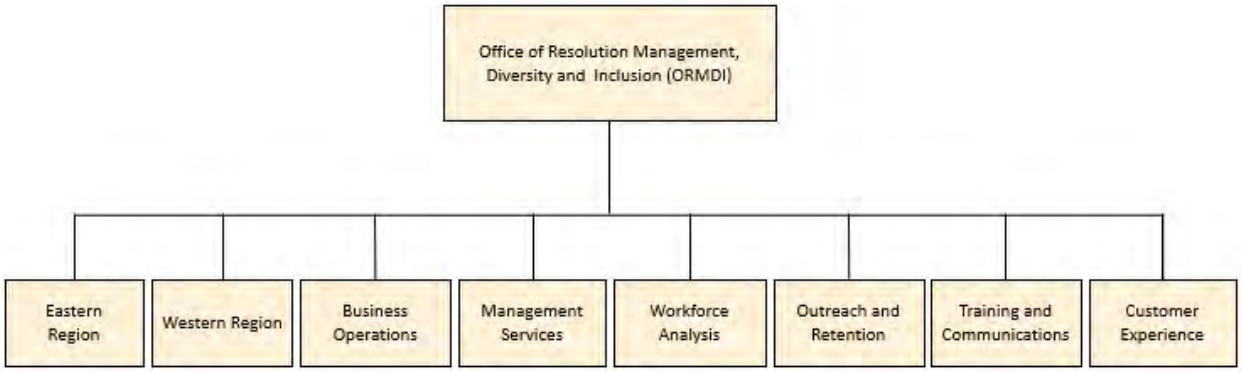

Figure 12 - Office of Resolution Management, Diversity and Inclusion, HRA/OSP

Alternate representation of the ORMDI organization chart

Office of Resolution Management, Diversity and Inclusion

Overview

The Office of Resolution Management, Diversity and Inclusion (ORMDI) serves to help the Department build healthy organizations.

Activities

- Advises and supports the Assistant Secretary for HRA/OSP and PDAS in civil treatment of others, cognitive and demographic diversity and workplace inclusion of all employees.
- Supports the Secretary, Deputy Secretary, Under Secretaries and Assistant Secretaries in their actions to achieve and sustain a healthy, civil, diverse and inclusive workplace. Offers programs such as civil treatment of others, alternative dispute resolution and reasonable accommodation services to managing difficult conversations to ensure managers and employees have the resources needed to build healthy, civil work environments. Furthermore, ORMDI provides tools, available to all employees, to effectively engage and manage workplace conflict, thereby preventing disputes and complaints.
- Provides EEO complaint processing services to include counseling, case management, administrative functions, investigations, alternative dispute resolution and investigations.
- Provides policy and oversight of the Department's Harassment Prevention Program to include developing policy, monitoring reports and 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.
- Develops programs to improve the overall management of building diverse and inclusive organizations and EEO discrimination complaint processing services within the Department, including training and preventive services for employees, managers and supervisors.

- 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.

- The ORMDI External Civil Rights Complaints Program, or External Civil Rights Complaints Program (ECP), has oversight responsibility for the processing of external civil rights discrimination complaints it receives from Veterans or other individuals alleging discrimination against the VA or organizations/entities receiving VA funds.

- 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 and governance of the policies, process and procedures to include policy compliance; proactive and preventive training; and guidance under Title VII, the ADA, HIPAA and section 501 of the Rehabilitation Act of 1973.

Eastern/Western Regions

Overview

The dual regions ensure VA is compliant with legal and statutory authorities to administer the EEO and Alternative Dispute Resolution (ADR) programs. The regions deliver the following products and services to each VA organization: Alternative Dispute Resolution, Harassment Prevention Program, 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), the dual regions provide timely and fair resolution of EEO complaints for VA employees, applicants for employment and former employees. The regions resolve complaints at the lowest level possible, prepare reports on allegations of discrimination and monitor compliance with decisions when discrimination is found.

A map of the regions can be found at: https://vaww.va.gov/ORM/ORM_Office_Locations.asp.

Activities

- Provides EEO complaint processing services to include counseling, ADR, case management and investigations.

- Provides agency oversight for Harassment Prevention Program, Reasonable Accommodation Services and External Civil Rights Complaints Program.

Business Operations

Overview

Provides support to ORMDI mission and critical functions by providing discipline-focused expertise in EEO, establishing policy, monitoring compliance, driving data science and developing IT infrastructure.

Activities

- Provides policy and compliance, data and IT solutions and services to manage our complaints automated tracking system, SharePoint, heatmaps and a variety of business intelligence dashboards in support of ORMDI's mission.

Management Services

Overview

Provides administrative, financial, contractual and logistics services to ORMDI and its employees geographically dispersed across the U.S.

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.

Workforce Analysis

Overview

Establishes strategies and guidance for achieving diversity Department-wide using qualitative and quantitative analysis. Members of the analytics team must conduct barrier analysis, workforce analysis, applicant flow analysis, adverse impact analysis, root cause analysis and solution development in accordance with 29 C.F.R. 1614, MD 715, E.O. 13163, E.O. 11478. Conducts barrier analysis and VSSC data systems training to ensure Department human resources (HR) and EEO analysts are consistent with policy and procedures. Provides technical assistance and ad hoc analysis to agency leadership.

Activities

- Provides technical assistance and ad hoc analysis to agency leadership and through various products such as Management Directive 715 report, and various presentations and other reports.

- Provides technical assistance, training, and creates and manages analytical applications for managers and supervisors to evaluate diversity initiatives in their respective offices/facilities.

- Sets and manages both short and long-term goals for achieving diversity Department-wide.

- Analyzes Department-wide policies, procedures and practices for hidden impediments to EEO.

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 cognitive and demographic 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.

Activities

- Supports disability programs such as 504 Public Access, Affirmative Employment and Selective Placement.
- White House initiatives on Educational Excellence for Hispanics.

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.

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, U.S. Access Board and Interagency Committees.
- Develops VA-wide policy statements, strategic plans and annual reports in the areas of EEO, diversity and inclusion.
- Provides support for various other Special Emphasis areas such as Federal Women’s Program, American Indian Alaskan Native and LGBT.
- White House initiatives Historically Black Colleges and Universities and Asian American Pacific Islander.

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.

Activities

- Spearheads ORMDI's customer-focused approach to the design, development and implementation of products services involving and engaging customers.
- Defines and implements the customer journey map to measure the quantitative and qualitative experience of customers using ORMDI services.
- Works to institutionalize customer-centric mindset and incorporate customer perspective that ensures customer experience strategy aligns with broader ORMDI mission goals.
- Helps promote the acquisition and development of the talent required to incorporate and improve customer service (CX) within ORMDI.
- Conducts research across ORMDI customer segments to better understand and address customer sentiments.

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 C.F.R. Part 720, Subpart B and C. Federal Equal Opportunity Recruitment Program.
5 U.S.C. § 7201. Antidiscrimination Policy; Minority Recruitment.
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.
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.
Equal Employment Opportunity Commission. Management Directive 715. EEO Reporting Requirements for Federal Agencies.
VA Directive 5977. Discrimination Complaints Process.
VA Directive 5978. Alternative Dispute Resolution.

VA Handbook 5975.1. Processing Requests for Reasonable Accommodations from Employees and Applicants with Disabilities.
VA Handbook 5975.4. Transgender Employee Transition Guidance.
VA Handbook 5975.5. Special Emphasis Program Management.
VA Handbook 5975.6 Compliance Procedures implementing Section 504 of the Rehab Act.
VA Handbook 5977. Discrimination complaints.
VA Office of Resolution Management Handbook 5977.1 EEO processing SOP.
VA Office of Resolution Management Handbook 5977.2 Electronic signature SOP.
VA Office of Resolution Management Handbook 5977.3. Post-investigation Processing of New Evidence.
VA Office of Resolution Management Handbook 5977.4. Processing Discrimination Complaints Involving Claims of Parental Status, Sexual Orientation and Gender Identity.
VA Office of Resolution Management Handbook 5977.6. EEO Complaints Processing.
VA Office of Resolution Management Handbook 6300.1. Information Use and Sanitization for Equal Employment Opportunity Complaint Files.

Management, Planning and Analysis

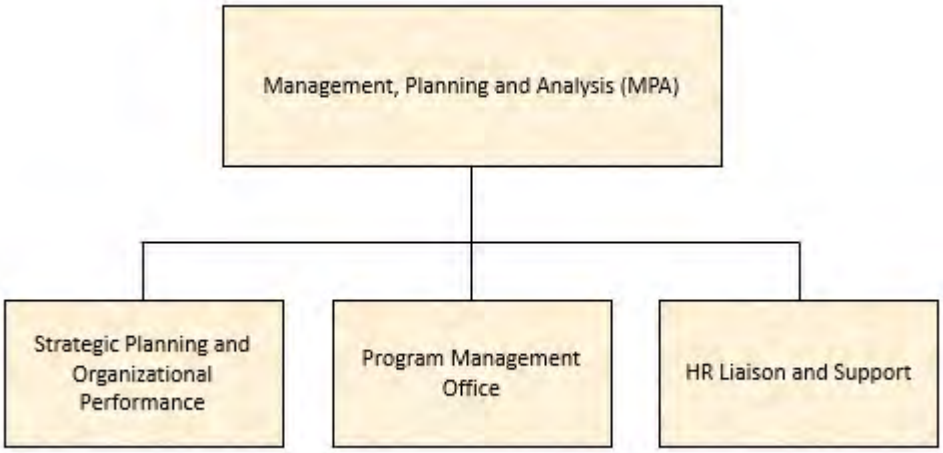

Figure 13 - Office of Management, Planning and Analysis, HRA/OSP

Alternate representation of the MPA organization chart

Overview

Management, Planning and Analysis (MPA) provides mission support for strategic planning, programming, acquisition and program management and shared services to support VA's strategic goals and priorities. MPA 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. MPA provides visibility and governance of various HRA/OSP functions.

Activities

Strategic Planning and Organizational Performance

- Develops and updates VA Strategic Human Capital Operational Plan, 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 HRA/OSP program risk management functions, including internal controls and reporting.

Program Management Office

- Provides oversight for HRA/OSP investments; Portfolio and Program Management Support, including Life cycle Acquisition and Contract Management.
- Provides financial management support and ensures oversight of all funding sources; contract costs and spending reconciliation in support of MPA budget responsibilities.

- Oversees and tracks all Federal Acquisition Certifications for program and project managers and Contracting Officer Representatives for HRA/OSP.

- Provides governance, tools and resources to ensure compliance to VA acquisition policies, as well as SharePoint development and support for HRA/OSP.

Human Resources (HR) Liaison and Support

- Provides management and service delivery of HR activities such as VA's Child Care Subsidy program, time and attendance, equipment, travel and procurement.

- Responds to logistics requests and provides other administrative services in support of the HRA/OSP mission.

Manpower Management Service

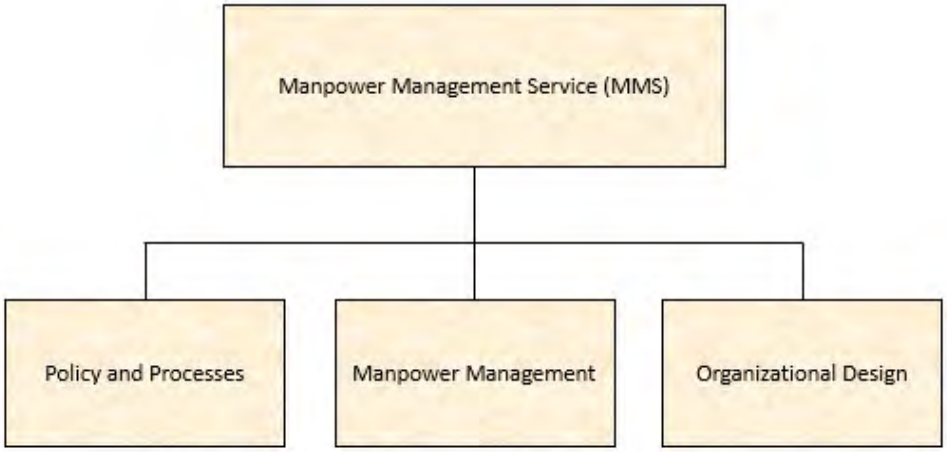

Figure 14 - Manpower Management Service, HRA/OSP

Alternate representation of the MMS organization chart

Overview

The Manpower Management Service (MMS) provides policy and oversight to ensure the VA has the right staffing levels and organizational structure to promote the most efficient and economical use of resources to meet the mission. Manpower management provides a framework for workload-based manpower requirements and standardized organizational structure utilizing analytical tools and methodologies. MMS programs facilitate VA's planning, budgeting and workforce management by providing leadership with manning documents and business intelligence tools to facilitate strategic decision making and resource management.

Activities

- MMS has three focus areas: policy and processes, manpower management and organizational design.

- Develops, publishes and oversees integrated position and organizational management policies and processes, and uses audit tools to monitor compliance with these policies and processes.

- Develops, manages and validates analytic tools to provide workload-based staffing requirements in support of workforce optimization.
- Generates manning documents and business intelligence tools to inform management decisions.
- Serves as the Manpower Office for Staff Offices and oversees Manpower Offices in the Administrations and OIT.

Office of the Chief Human Capital Officer

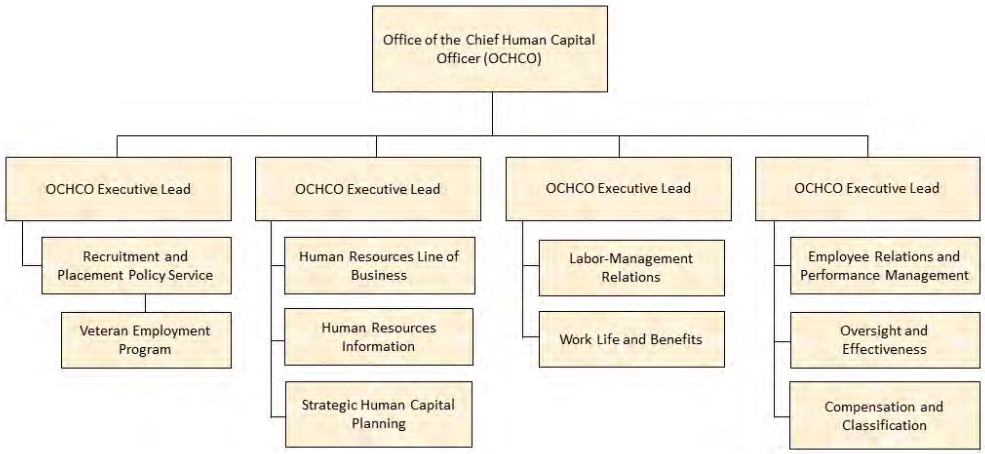

Figure 15 - Office of the Chief Human Capital Officer, HRA/OSP

Alternate representation of the OCHCO organization chart

Overview

The Office of the Chief Human Capital Officer (OCHCO) provides governance, policies and guidance regarding Veteran employment, human capital strategy and succession planning, recruitment, staffing, HRIT, classification, compensation, leave, performance management, recognition, work life and benefits employee and labor relations.

Activities

- Develops Department-wide policies, programs and practices relevant to VA employees including the fundamental HR functions of staffing, classification, compensation, workforce planning, employee relations, labor relations and performance management, benefits, oversight, HR information systems and human capital planning.
- Provides guidance and advisory assistance to HR Professionals on title 5 and title 38 HR lifecycle functions.

Recruitment and Placement Policy Service

Overview

The Recruitment and Placement Policy Service (RPPS) develops policies and guidance, conducts education briefings, and develops and implements creative and innovative staffing solutions and strategies that enable the VA HR community to attract and retain a diverse and high-performing workforce.

Activities

- Provides, implements and manages creative and innovative staffing solutions, policy guidance and strategies that enable the VA HR community to attract and retain a diverse and high-performing workforce.
- Develops and implements effective enterprise-wide governance structures and policies to include conversions of position to title 38 Hybrid and development of qualification standards.
- Advises VA on recruitment and placement matters (for example, merit promotion, Delegated Examining Unit (DEU), reassignments, Veterans Preference, title 38 and the like).
- Ensures compliance with staffing policies, hiring flexibilities, Federal recruitment programs and Executive Orders.
- Assists in the education of VA's HR professional workforce.
- Revises VA Handbook 5005, Staffing and Recruitment to reflect legislative and regulatory changes.
- Monitors and assesses the effectiveness of, and compliance with, recruitment and placement programs, policies and initiatives used throughout the Administrations.
- Conducts staffing and recruitment workshops and issues VA Notices and OCHCO Bulletins.

Veteran Employment Program

Overview

The Veteran Employment Program (VEP) provides employment readiness assistance and outreach to transitioning Service members, Veterans and eligible military spouses while advocating the use of special hiring authorities, employment programs and Veteran retention strategies to help VA become the employer of choice for Veterans and military spouses.

Activities

- Develops and implements communication and marketing strategies to increase awareness of the Federal hiring process for transitioning Service members, Veterans and Military Spouses.
- Builds collaborative relationships and programs with Administrations and Staff Offices to augment Veteran employment for mission critical occupations.

- Develops partnerships with universities to increase employment and training opportunities for student Veterans.
- Captures and analyzes workforce data on Veteran employment experiences throughout the lifecycle to identify and address retention issues.
- Trains and tracks VA supervisors and HR professionals on the Uniformed Services Employment and Reemployment Act (USERA).

Human Resources Line of Business (HRLOB)

Overview

The Human Resources Line of Business (HRLOB) discovers, develops and implements seamlessly integrated, easy-to-use HRIT solutions that strengthen VA's ability to hire, develop and retain a world-class workforce.

Activities

- Improves processing for personnel actions as well as captures and reports on HR information.
- Eliminates manual processes/transactions.
- Increases visibility into VA's HR services.
- Enhances the capabilities in the core HR system, HR·Smart.
- Identifies and develops capabilities necessary to streamline HR business processes.
- Modernizes and adheres to the HRIT governance process.
- Ensures communication of VA's HRIT Notional Roadmap to Administrations and Staff Offices. Develops strong VA communication strategies and change management plan for better user adoption of new enterprise-wide capabilities.

Human Resources Information Service

Overview

The Human Resources Information Services (HRIS) provides seamlessly integrated, easy-to-use HRIT solutions that strengthen VA's ability to hire, develop and retain a world-class workforce. HRIS leads ongoing sustainment and maintenance of current and future Enterprise HR systems and self-service capabilities.

Activities

- Sustains and maintains the core HR system, HR·Smart.
- Adheres to OPM's policies regarding HRIS automation.
- Ensures VA's HR Information System complies with Federal and Agency policies.

- Establishes governance that ensures data integrity and quality.
- Establishes online Customer Relationship Management tools that allow customers to open cases that can be seamlessly transferred between HR and Payroll for resolution.

Strategic Human Capital Planning Service

Overview

The Strategic Human Capital Planning Service (SHCPS) provides guidance and assistance in aligning the workforce with the needs and priorities of the agency to ensure VA meets organizational objectives and legislative, regulatory, service and production requirements.

Activities

- Provides advisory services on Strategic Workforce, Mission Critical Occupations, Workforce Data Analytics and Workforce Restructuring.
- Analyzes and reports enterprise data to drive decision making on Strategic Human Capital.
- Updates Strategic Workforce and Succession Planning Policy.

Labor Management Relations

Overview

Labor Management Relations works with labor organizations (unions) to improve the delivery of service to Veterans and their families. LMR provides guidance and advice to Department managers and specialists seeking clarification of laws, Government-wide regulations, E.O., case law, VA policy and collective bargaining agreements (CBA). Additionally, LMR develops and facilitates labor relations training, negotiates national CBAs, responds to national grievances and appraises the effectiveness of VA LMR program throughout the agency.

Activities

- Provides consultation and support to the Chief Negotiator and team during CBA negotiations for VA with the American Federation of Government Employees, National Nurses Organizing Committee (NNOC)-National Nurses United Employees (NNU), National Federation of Federal Employees, and the National Association of Government Employees.
- Responds to National Grievances, Unfair Labor Practice charges and Arbitrations and offers assistance in local bargaining.
- Ensures VA's mission and Veterans' needs are met through the elimination of contractual restrictions, such as official time abuse and restrictive procedures on hiring and management rights.
- Provides clear ground rules that enhance VA's position on the logistics surrounding the negotiations and limiting the length of term negotiations; and as a goal, negotiates towards a management friendly CBA with the union.

- Meets the obligations that pertain to negotiations, including E.O. and Federal Labor Relations Authority precedence.
- Defends the Agency's position in the negotiability appeals between VA and union.
- Uses negotiation and mediation skills to bring informal resolution where possible to expedite the implementation of new programmatic changes in working conditions from leadership.
- Limits the length of mid-term negotiations and provides clear guidance to program offices that enhance the Department's position in the ongoing implementation of new programs and strategies. Uses the services of a consultant to receive SME-level instruction and consultation on bargaining and impasse processes.
- Meets the legal and contractual obligations regarding negotiations mandated by the Department of Labor.

Work Life and Benefits Service

Overview

The Work Life and Benefits Service (WLB) develops policies in support of retirement and benefits programs and provides guidance and education to VA's workforce on the programs available with the aim of enhancing the employee experience. Manages new employee orientation for VACO. Processes Secretary Awards for GS-15 and below employees. Administers the VA Employee Health and Wellness Program.

Activities

- Ensures VA policies are complaint with laws and regulations.
- Educates VA HR offices on work life and benefit policies and topics.
- Provides HR guidance on telework, hours of duty, leave, retirement, benefits and so forth during atypical circumstances, such as in a pandemic.
- Revises policies as necessary (VA Handbook 5011, Hours of Duty and Leave, VA Handbook 5009 Employee Benefits and VA Handbook 5019 Employee Occupational Health Service).
- Drafts guidance (for example, OCHCO Bulletins, fact sheets, website, training, FAQs) on VA Handbooks.
- Establishes the HR Emergency Resource Center webpage as the main resource for HR information.

Employee Relations and Performance Management Service

Overview

The Employee Relations and Performance Management Service (ERPMS) develops policy and guidance on employee relations, performance management, employee recognition and awards and VA's drug free workplace program; supports the employee relations (ER) work force to effectively assist managers in

promoting employee accountability in support of VA's mission; and facilitates the Disciplinary Appeals Board (DAB) process on behalf of the VA Secretary for certain Veterans Health Administration (VHA) employees appealing major adverse actions.

Activities

- Modifies ER policies to incorporate administrative and legislative changes.
- Provides guidance and resources on ERPMS program areas.
- Monitors compliance with Drug Free Workplace Program (DFWP) requirements.
- Facilitates and supports DABs and DAB refresher training.
- Conducts policy reviews and initiates changes resulting from the Accountability Act, Executive Order 13839 and 5 U.S.C. 3322, as well as updates in order to reduce barriers in accordance with Office of Management and Budget Memo 17-22.
- Serves as SMEs on enterprise-wide initiatives (for example, ALERT-HR, ePerformance Management).
- Conducts monthly and quarterly reviews/audits to ensure DFWP compliance.

Oversight and Effectiveness Service

Overview

The Oversight and Effectiveness Service (OES) oversees an independent HR audit program and ensures VA has a systematic means for evaluating human capital programs and services and standardizing quality control measures; ensures compliance with merit system principles and other laws and regulations.

Activities

- Strengthens the accountability and effectiveness of VA Human Capital Management (HCM) programs and HR operations by offering excellent oversight and consulting services, sharing effective practices and advocating the use of metrics.
- Ensures HCM programs and HR operations support VA's mission and comply with merit system principles and other laws and regulations.
- Coordinates and executes systematic means for evaluating human capital programs and services across the Administrations and standardizes quality control measures.
- Develops methodologies to meet the needs of HR modernization and conducts pilot network reviews. Supports the OPM in its VHA Delegated Examining audit. Conducts reviews of National Cemetery Administration (NCA) Human Resource Centers (HRC) and supports OPM's reviews of Veterans Benefits Administration (VBA) HRCs.

- Educates VA's workforce on oversight metrics and analytics by coordinating monthly Pyramid Analytics calls for VA HR employees.

- Administers annual HCM self-evaluation surveys and analyzes results; shares prior year findings.

Compensation and Classification Service

Overview

Compensation and Classification Service (CCS) develops compensation and classification policy, supports VA components in crafting legislation, and provides oversight, training and expert consultation on position design, position management and pay and compensation programs in support of the recruitment and retention of talent.

Activities

- Provides Department-level policy, oversight, training and advisory services on organizational design, position development and employee pay and compensation that support OCHCO's strategic human capital mission.

- Ensures VA statutory compliance through review and response to legislation and various external oversight entities (for example, GAO, OMB and OIG) on inquiries that require revisions to VA Handbook 5007 (Pay Administration) and VA Handbook 5003 (Position Classification, Job Grading and Position Management).

- Improves oversight and accountability of the position classification and compensation programs.

- Educates and increases awareness of changes to CCS policies, regulations and statutes.

- Improves data integrity in HRIS through annual review and updates of critical personnel codes.

- Promotes accurate and consistent position classification and pay equity/parity enterprise-wide.

Authorities

P.L. 107-296. Homeland Security Act of 2002.
5 U.S.C. § 5112. General Authority of the Office of Personnel Management.
5 U.S.C. Chapter 14. Agency Chief Human Capital Officers.
5 U.S.C.§§ 1401-1402. Establishment of Agency Chief Human Capital Officers and Authority and Functions of Agency Chief Human Capital Officers.
E.O. 13836. Developing Efficient, Effective and Cost-Reducing Approaches to Federal Sector Collective Bargaining.
E.O. 13837. Ensuring Transparency, Accountability and Efficiency in Taxpayer-Funded Union Time Use.
E.O. 13839. Promoting Accountability and Streamlining Removal Procedures Consistent with Merit System Principles.
VA Directive and Handbook 5001. General Introduction and Administration.
VA Directive and Handbook 5002. Workforce and Succession Planning.
VA Directive and Handbook 5003. Position Classification, Job Grading and Position Management.
VA Directive 5004. Employee On-line Entrance Survey.
VA Directive and Handbook 5005. Staffing.
VA Directive 5006. Exit Survey

VA Directive 5007. Temporary Increase in Annual Pay Limitation for Certain Fee Basis Providers.
VA Directive and Handbook 5009. Employee Benefits regarding Phased Retirement Program.
VA Directive and Handbook 5011. Hours of Duty and Leave
VA Directive and Handbook 5017. Employee Recognition Awards.
VA Directive and Handbook 5019. Employee Occupational Health Service.
VA Directive and Handbook 5021. Employee/Management Relations.
VA Directive and Handbook 5023. Labor-Management Relations.
VA Directive and Handbook 5024. Human Capital management Accountability Systems.
VA Directive and Handbook 5383. VA Drug Free Workplace Program.

Human Capital Services Center

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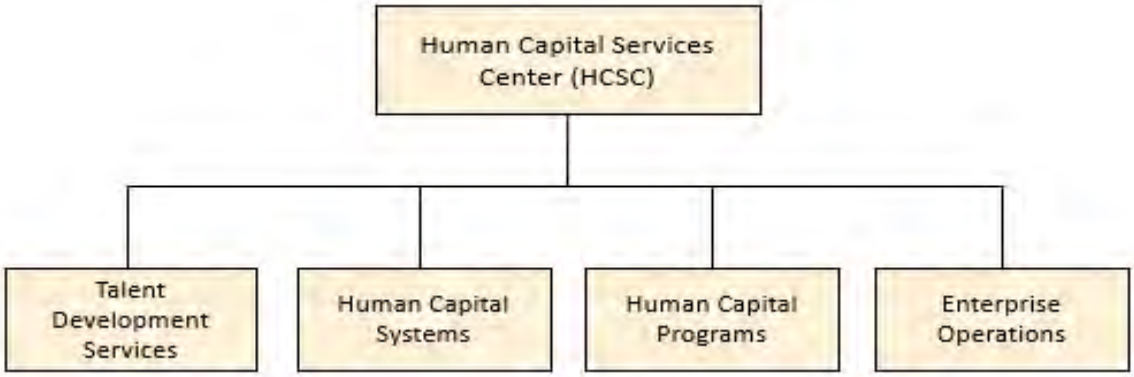

Figure 16 - Human Capital Services Center, HRA/OSP

Alternate representation of the HCSC organization chart

Overview

The Human Capital Services Center (HCSC) established under the Office of Human Resources and Administration (HRA) and was renamed in 2019 from the Human Resources Enterprise Center. HCSC provides innovative, customer-focused Human Capital services and solutions to the VA workforce on a fee-for-service basis. The Director of HCSC is also VA's Chief Learning Officer, and these products and services include learning management, employee accountability, internships and learning content offered to more than 600,000 VA employees, contractors, volunteers and academic affiliates. HCSC's products and services reduce costs, streamline processes and save VA employees time so they can focus on delivering the best care to our Veterans.

Activities

Talent Development Services

- Includes all tools, capabilities and services HCSC offers that support the learning and employee development requirements identified by HCSC customers. This effort helps manage the learning infrastructure applications to enable local, decentralized management of learning and employee development.

Human Capital Systems

- Provides VA with a system and support services regarding employee alerting and accountability systems (EAAS). These include Standardized Exercises and Training Vignettes designed with Emergency Managers across VHA (for instance, one for hurricanes or one for tornados, by level). EAAS and team support ensure services are intuitive and incorporated in comprehensive Emergency Management Programs for each Administration and Staff Office from the headquarters to regional and local levels.

Human Capital Programs

- Manages a centralized talent development program to address VA critical staffing needs. Programs utilize existing policies to recruit and retain students and recent graduates from a variety of backgrounds and academic disciplines to fill mission critical entry to mid-level positions across the Department. Fellowship and internship programs include but are not limited to: Pathways Programs, National Diversity Internship Program (NDIP), Presidential Management Fellows (PMF), Workforce Recruitment Program (WRP), Chief Experience Officer (CXO) Fellowship, White House Fellowship, Executive Management Fellowship (EMF) and partnership with the Department of Defense SkillBridge Program.

Enterprise Operations

- Supports HCSC employee life cycle management activities, process improvement, contracting, acquisitions, budget and finance services.

Authorities

VA Directive 0003. Technical Specifications and Design Standards for VA Learning.
VA Directive 0004. Education and Learning Delivery System.
VA Directive and Handbook 5015. Employee Development.
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Corporate Senior Executive Management Office

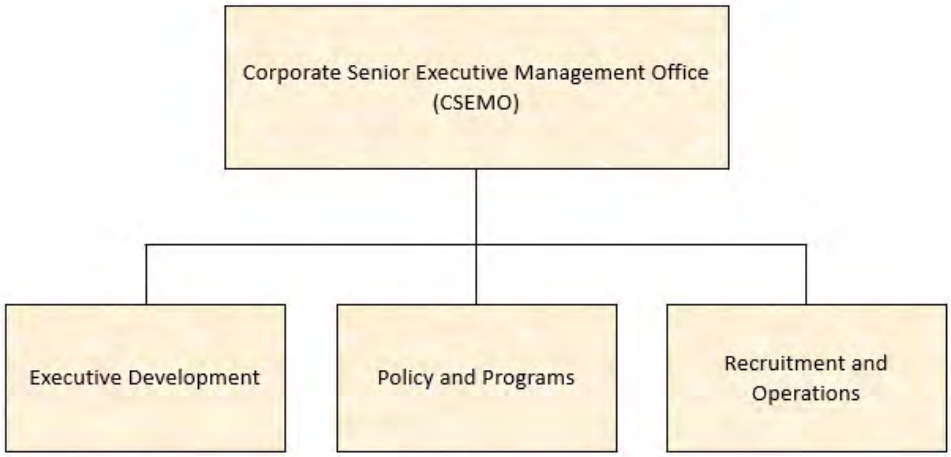

Figure 17 - Corporate Senior Executive Management Office, HRA/OSP

Alternate representation of the CSEMO organization chart

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 HR servicing office for all senior leaders in the Department of Veterans Affairs. This includes career, noncareer and limited term 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.

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

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.
38 U.S.C. § 7401. Appointments in Veterans Health Administration.
E.O. 13714. Strengthening the Senior Executive Service, December 15, 2015.
VA Handbook 5027. Senior Executive Service.
Office of Personnel Management. Senior Level and Scientific (SL/ST) Positions Fact Sheet (2014).
Office of Personnel Management. Guide to The Senior Executive Service (March 2017).

Office of Operations, Security and Preparedness

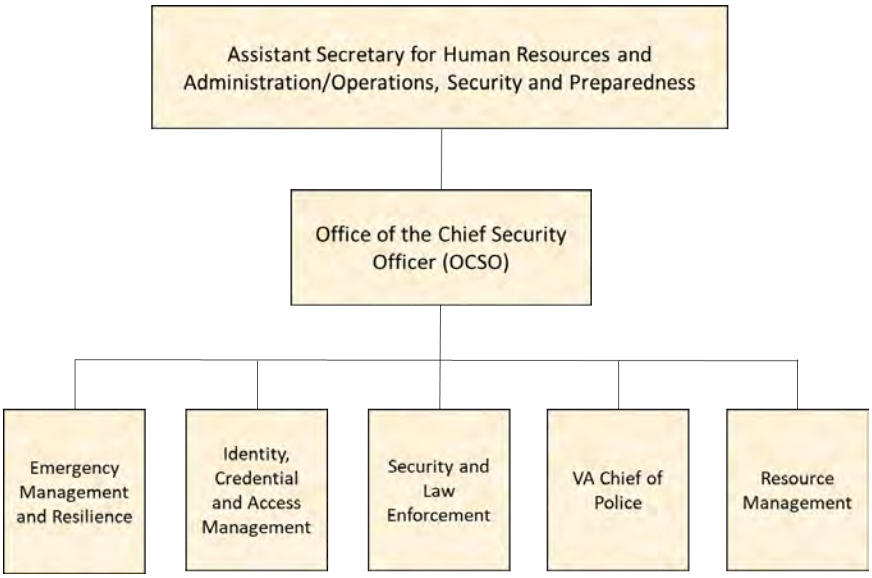

Figure 18 - Office of Operations, Security and Preparedness, HRA/OSP

Alternate representation of the OSP Organization chart

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 the VAStrategic Plan, 2018-2024 Business Strategy 4.1.6 (*Force Protection, Mission Assurance and Federal Disaster Response*) and is comprised of five program offices to provide for emergency management and resilience; identity, credential and access management; resource management; security and law enforcement; and a VA chief of police. As the office primarily responsible for managing the Department's National Security Portfolio, collectively, OSP serves as the coordination office for VA's Fourth Mission.

Office of the Chief Security Officer for Operations, Security and Preparedness

Overview

The Office of the Chief Security Officer (OCSO) for Operations, Security and Preparedness has oversight for all OSP functions to ensure policies, procedure and practices to improve organizational efficiency and effectiveness. The Chief Security Officer (CSO) provides strategic foresight for VA's nationwide security portfolio and assures its integration across the Department, as well as with key interagency partners that together forms the Federal response to crisis.

Activities

- Provides leadership for both operational and business functions within the Office of Operations, Security and Preparedness.

- Leads preparedness measures to permit a rapid and effective transition from routine to emergency operations, and to make effective use of the period following initial indication of a probable national security emergency.

- Manages performance and risk profiles for all portfolios under the purview of the organization.

- Serves as the Department's nationwide security representative with key interagency partners, other government branches, public and private sectors.

Authorities

VA Directive and Handbook 0320. VA Comprehensive Emergency Management Program.
VA Directive and Handbook 0321. Serious Incident Reports.
VA Directive 0322. VA Integrated Operations Center (VA IOC).
VA Directive 0323. VA Continuity Program.
VA Directive and Handbook 0324. Test, Training, Exercise and Evaluation Program.
VA Directive and Handbook 0327. Insider Threat Policy.
VA Directive and Handbook 0710. Personnel Security and Suitability Program.
VA Directive and Handbook 0720. Program to Arm Department of Veterans Affairs Police.
VA Directive and Handbook 0730. Security and Law Enforcement.
VA Directive 0734. Classified National Security Information Program.
VA Directive and 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 0322.1. VA Integrated Operations Center (VA IOC).
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Office of Emergency Management and Resilience

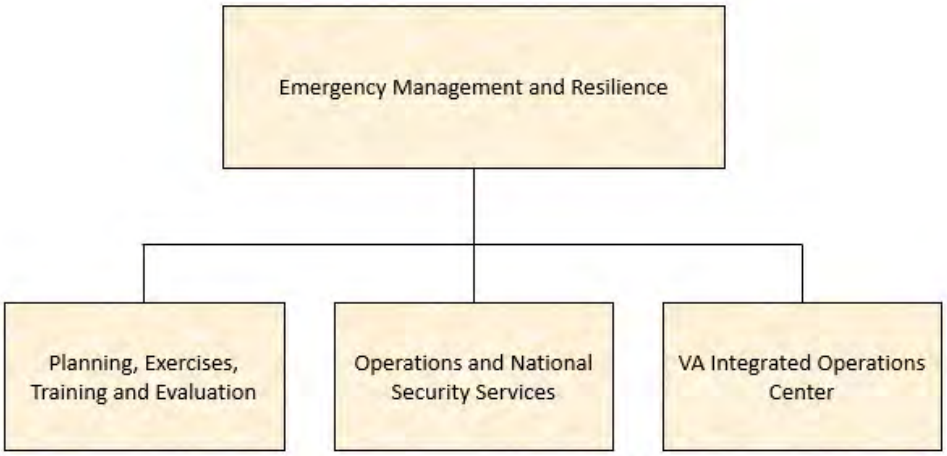

Figure 19 - Office of Emergency Management and Resilience, HRA/OSP

Alternate representation of the OEMR organization chart

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 to improve the Nation's preparedness for response to war, terrorism, national emergencies and natural disasters by developing plans and taking actions to ensure continued service to Veterans, as well as to support national, state and local emergency management, public health, safety and homeland security efforts. OEMR integrates Department capabilities that can be leveraged to manage emergencies at the Federal, state, local or tribal levels.

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

The 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.

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 (ESA).
- Ensures the Department is prepared to continue essential functions, reconstitute Department operations and devolve statutory authority and responsibility from VACO 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 key interagency partners. 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.

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 VA 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.

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 (for example, 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.
Homeland Security Presidential Directive 5. Management of Domestic Incidents.
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.
Office of the Director of National Intelligence. National Counterintelligence Strategy, 2016.
Office of the Director of National Intelligence. Security Executive Agent Directive 3 - 7, June 2017.
Presidential Decision Directive: 12: Security Awareness and Reporting of Foreign Contacts.
Presidential Policy Directive 21. Critical Infrastructure Protection and Resilience.
Presidential Policy Directive 8, National Preparedness.
The White House Office of Science and Technology Policy/Office of Management and Budget Directive D-16-1. Minimum Requirements for Federal Executive Branch Continuity Communications Capabilities.
The White House. National Security Strategy, February 2017.
The White House. National Strategy for Bio surveillance, July 2012.
The White House. National Strategy for Biodefense, September 2018.
The White House. National Strategy for Counterterrorism, October 2018.
The White House. National Strategy for Pandemic Influenza (November 2005) and Implementation Plan (May 2006).
U.S. Department of Homeland Security. National Response Framework, May 2013.
U.S. Federal Emergency Management Agency. Federal Continuity Directive 1 (2017).
U.S. Federal Emergency Management Agency. Federal Continuity Directive 2 (2017).
U.S. Federal Emergency Management Agency. National Disaster Recovery Framework, June 2016.
U.S. Federal Emergency Management Agency. National Incident Management System, December 2008.
U.S. Federal Emergency Management Agency. National Preparedness Goal, September 2015.
U.S. Federal Emergency Management Agency. Nuclear Radiological Incident Annex March 2015.
U.S. Federal Emergency Management Agency. Recovery Federal Interagency Operational Plan, August 2016.
U.S. Federal Emergency Management Agency. Response Federal Interagency Operational Plan, August 2016.
U.S. National Security Agency. National Security Agency Policy Manual 3-16.
VA Directive 0320. VA Comprehensive Emergency Management Program.
VA Directive 0321. Serious Incident Reports.
VA Directive 0322. VA Integrated Operations Center (VAIOC).
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.

Office of Identity, Credential and Access Management

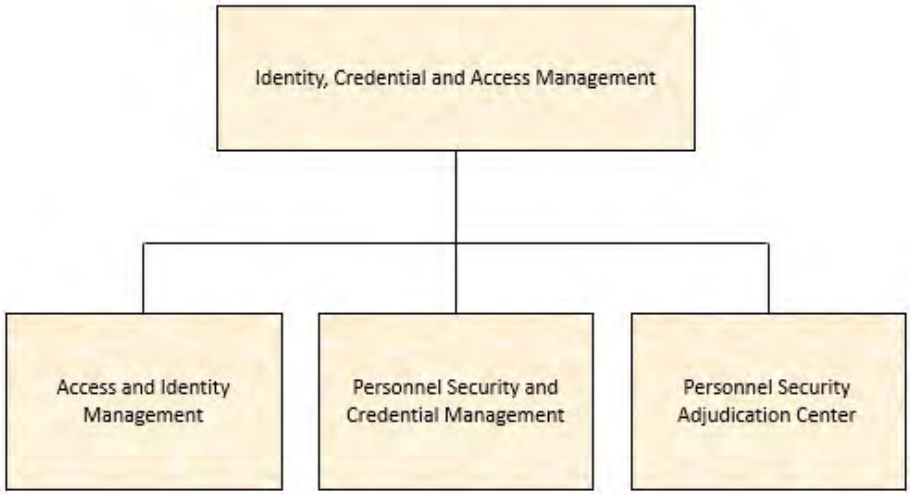

Figure 20 - Office of Identity, Credential and Access Management, HRA/OSP

Alternate representation of the ICAM organization chart

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, thereby 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.

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

Access and Identity Management (AIM) 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 onboarding, offboarding and lifecycle management of processes.

Activities

- Collaborates with internal VA stakeholders to define relevant workflow 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 onboarding and offboarding of employees, contractors and affiliates and performs comprehensive gap analyses to enhance the onboarding and offboarding 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

Personnel Security and Credential Management (PSCM) 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.

Activities

- Manages the VA Centralized Adjudication and Background Investigation System (VA-CABS), 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 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 Personal Identity Verification (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 GSA.

- Provides oversight and training of VA PIV card issuance facilities and PIV role holders.

Personnel Security Adjudication Center

Overview

Personnel Security Adjudication Center (PSAC) 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.

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, Credentialing and Related Matters.
Homeland Security Presidential Directive 12. Policy for a Common Identification Standard for Federal Employees and Contractors.
VA Directive and Handbook 0710. Personnel Security and Suitability.
VA Directive and Handbook 0735. Homeland Security Presidential Directive 12 (HSPD-12) Program.

Office of Security and Law Enforcement

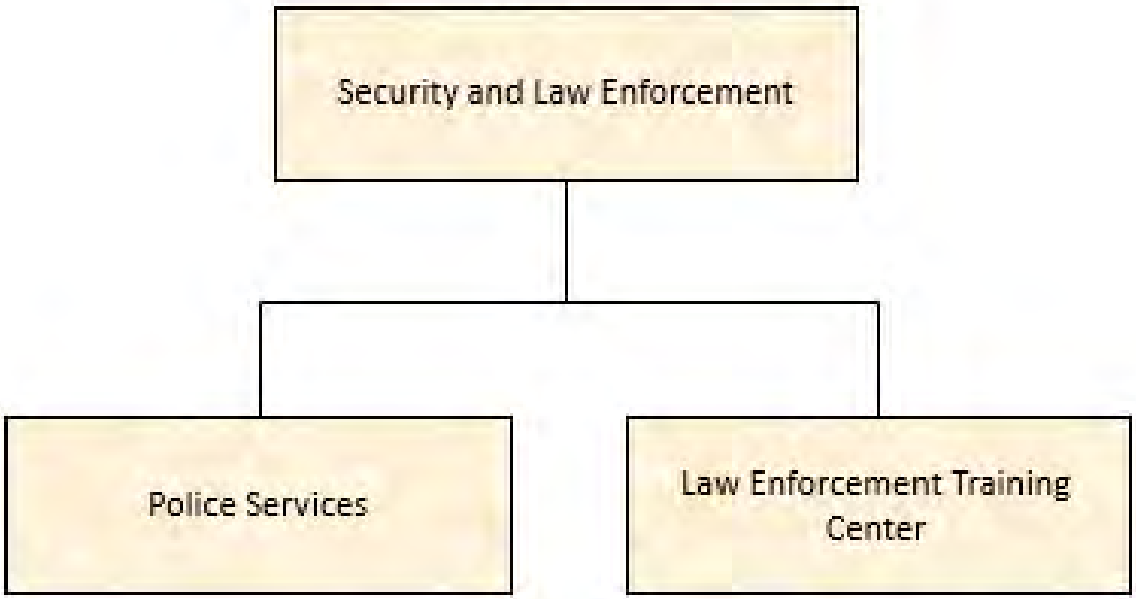

Figure 21 - Office of Security and Law Enforcement, HRA/OSP

Alternate representation of the OSLE organization chart

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

Headquartered at VACO 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 as well as 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.

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 two years to determine existing law enforcement and physical security conditions at individual centers throughout the VA system.

- Prepares comprehensive inspection reports that 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 VACO buildings in 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 and Federal law enforcement agencies throughout the NCR and across the U.S., 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 VA Secretary, including during all travel throughout the United States and abroad.

- Provides personal protection for the VA Deputy Secretary in the Metro Washington, D.C. 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 Law Enforcement Training Center (LETC) located in North Little Rock, Arkansas, LETC provides professional training for all VA police officers to deal successfully with situations involving patients at VA

health care facilities. Through its Franchise Fund activities, the LETC also provides training services to other Federal law enforcement agencies. LETC consists of six divisions: Academic Programs, Technical Programs, Advanced Programs and Training Standards Finance, and Special Services. These divisions provide entry-level, advanced level and specialized law enforcement training.

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 teach the importance of weapon handling, basics 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 Handbook 0730/1. Security and Law Enforcement.

VA Handbook 0730/2. Security and Law Enforcement.
VA Handbook 0730/3. Security and Law Enforcement.
VA Handbook 0730/4. Security and Law Enforcement.
VA Handbook 0730/5. Security and Law Enforcement.

Office of VA Chief of Police

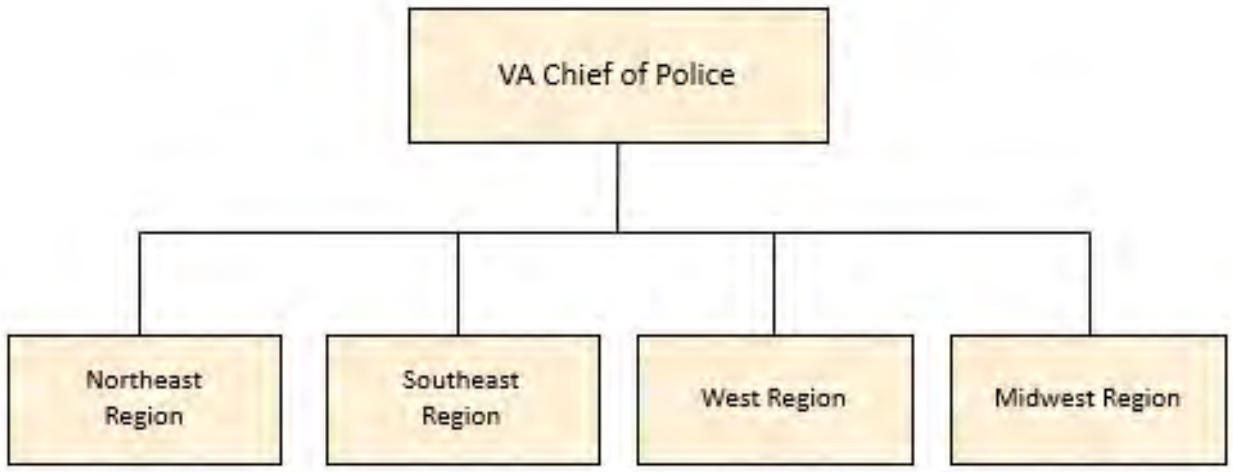

Figure 22 - Office of VA Chief of Police, HRA/OSP

Alternate representation of the VACOP organization chart

Overview

The Office of VA Chief of Police has overall responsibility for VA police operations pertaining to accountability, oversight, standardization and modernization of VA police programs at VA facilities across the Nation. This office spans four multi-state areas with regional directors and 18 district directors that mirror the current Veterans Integrated Service Networks. The Office assesses compliance, standardization and critical security and law enforcement program actions across the Department. Pioneers the modernization, standardization and realignment of police operations for all VA police programs at VA field facilities.

Activities

- Provides counsel to VA leaders in the areas of law enforcement, security and safety.
- Oversees the development and issuance of specific operational procedures and processes for tracking, analyzing and measuring compliance with program requirements issued by the OSLE for the VA police officers nationwide.
- Directs an aggressive tracking and analysis program for inspection program results for field police units.
- Assesses the recruitment and retention practices as well as addresses staffing challenges, standards, programs and special authorizations of VA police programs.

- Designs strategies to modernize and standardize equipment, tools and other resources to enhance police performance and overall security of VA facilities and occupants.
- Deploys an enterprise law enforcement operations plan that is resourced across the Department.
- Establishes a national governance body to manage and oversee all policy issues.

Office of Resource Management

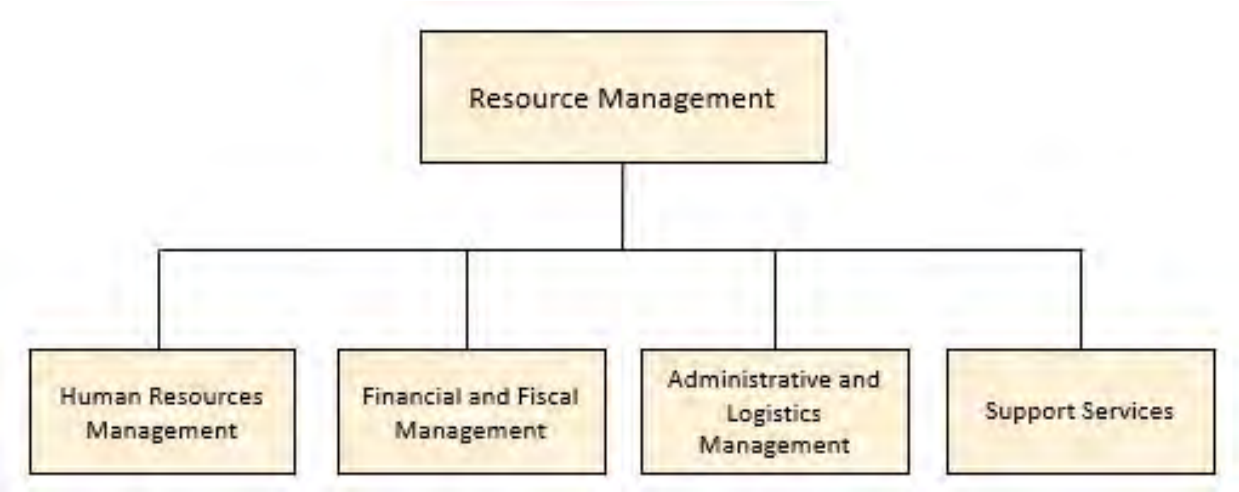

Figure 23 - Office of Resource Management, HRA/OSP

Alternate representation of the OSP ORM organization chart

Overview

The Office of Resource Management (ORM) provides mission support for resources by providing oversight of financial and fiscal management, accounting and reporting, procurements, HR 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

The Human Resource Management (HRM) provides oversight for HR activities in accordance with VA and Federal policies to ensure compliance.

Activities

- Strategic management of HR 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, TMS, performance management, EEO complaints, investigation processes and the like.

- Ensures organizational human capital processes involving recruitment and hiring for OSP and the Franchise Fund employees of the Security and Investigations Center and the LETC.

Financial and Fiscal Management

Overview

Provides oversight in accordance with VA and Federal policies to ensure compliance.

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

Provides oversight in accordance with VA and Federal policies to ensure compliance.

Activities

Conducts OSP business support operations, that include employee logistics management, transit benefits, logistics for space management, travel management, records management, Freedom of Information Act and other similar activities.

- 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.
- Ensures 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 and purchase requests.

Support Services

Overview

Provides oversight of OSP's privacy and records management, FOIA requests, E-Governance requirements and other areas to help facilitate compliance.

Activities

- Conducts additional OSP support operations, which include 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. 31. Public Debt.
31 U.S.C. 5. Office of Management and Budget.
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-50. Audit Follow Up.
OMB Circular A-76. Performance of Commercial Activities.
OMB M-12-09. Federal Activities Inventory Reform (FAIR) Act Submission for Fiscal Year 2012.
OMB M-13-08 31 U.S.C.66a, as Amended. Government Performance and Accountability Act.
OMB M-13-08. Financial Systems.
The White House Office of Federal Procurement Policy Letter 11-01. Performance of Inherently Governmental and Critical Functions, 2011.
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.
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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.
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Office of Information and Technology

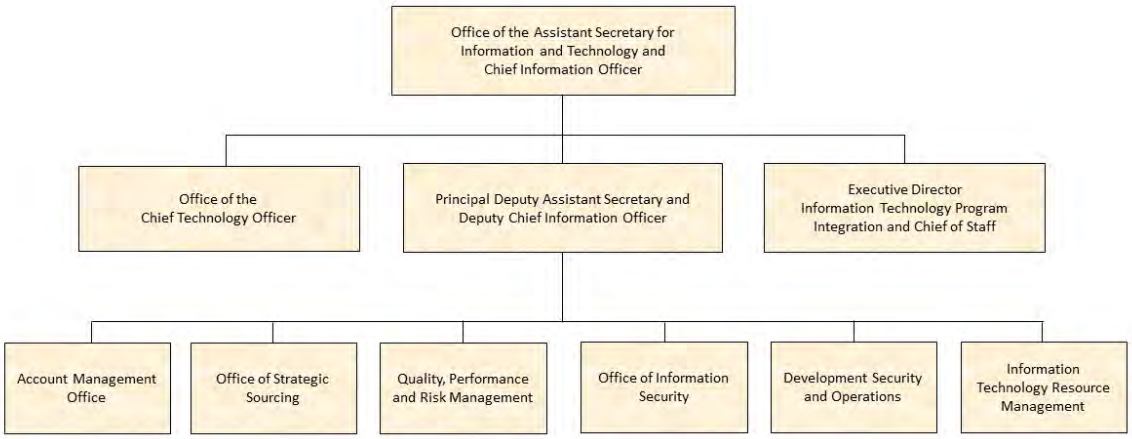

Figure 24 - Office of Information and Technology

Alternate representation of the OIT 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

Information technology (IT) is an essential enabler to the mission of the Department of Veterans Affairs (VA)—serving our Nation's Veterans and their families. The health care, economic, vocational and memorial benefits services provided to our Veterans depend on IT, as do the internal operations of the Department. This dependency will grow as emerging technologies such as analytics, artificial intelligence and robotics become more the norm. IT has evolved from supporting business operations to becoming an integral part of those operations. Across both commercial and government sectors, business and mission value is powered by IT.

At VA, the Assistant Secretary for Information and Technology serves as the Chief Information Officer (CIO) for the Department. The Assistant Secretary (AS/CIO) also directs the OIT, and in that capacity ensures that IT is acquired, and information resources are managed for the Department in accordance with Federal law, policy and the priorities established by the Secretary.

Activities

- Advises the Department on the best ways to plan for and manage the use of information technology.

- Drive IT and VA capability modernization through digital transformation designed around customer driven requirements.
- Collaborate with the Department of Defense (DoD) to implement a modern and fully interoperable electronic health record (EHR) inside and outside the departments.
- Transform procurement and acquisitions processes to support modernization efforts, optimize sourcing capabilities and streamlining processes.
- Drives seamless and secure data interoperability across the VA, DoD, Federal and commercial partners by identifying, documenting and disseminating defined, standardized, and secure design, interfaces and processes.
- Migrate infrastructure and applications to commercial cloud providers to reduce operational costs and increase flexibility, allowing VA to deliver services to Veterans more quickly and reliably.
- Implement an enterprise cybersecurity risk management framework based on industry best practices to protect VA data and Veteran's information from cyber threats.
- Upgrade VA's customer facing digital tools to give Veterans easier access to their care and benefits while using technologies and services to streamline internal business processes.
- Approves the Enterprise Architecture and IT Strategic Plan objectives and performance measures necessary to support VA business lines.
- Oversees information protection policies, planning and activities to improve how VA and its partners safeguard sensitive data.
- Leads the processes for all annual and multi-year IT planning, programming and budgeting decisions.
- The approving authority for IT investment management and ensures processes for managing, evaluating and assessing how well the agency is managing IT resources. Recruit and retain a world-class IT workforce to ensure VA has the right people powering its digital modernization, making OIT an employer of choice for next generation IT workers.

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OMB M-16-02. Category Management Policy 15-1: Improving the Acquisition and Management of Common Information Technology: Laptops and Desktops.
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VA Directive 6309. Collections of Information.
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VA Directive 6311. VA E-Discovery.
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VA Directive 6340. Mail Management.
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VA Directive 6502. VA Enterprise Privacy Program.
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VA Directive 6508. Implementation of Privacy Threshold Analysis and Privacy Impact Assessment.
VA Directive 6509. Duties of Privacy Officers.
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VA Handbook 6300.7. Procedures for Computer Matching Programs.
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VA Handbook 6500.8. Information System Contingency Planning.
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VA Handbook 6502.4. Procedures for Matching Programs.
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VA Handbook 6510. VA Identity and Access Management.
VA Handbook 6517. Risk Management Framework for Cloud Computing Services.

Office of the Principal Deputy Assistant Secretary and Deputy Chief Information Officer

Overview

The Principal Deputy Assistant Secretary and Deputy Chief Information Officer (PDAS/DCIO), in consultation with the AS/CIO, guides executive-level decisions and the development of strategies to best support policy and the priorities established by the Secretary. As OIT's leading change agent guiding digital transformation, the PDAS directs and oversees all IT programs for the Department. With in-depth knowledge of IT strategies, policies, IT security, project management, budget management and best practices, the PDAS develops and builds teams to improve the effectiveness of program operations to support the Department in achieving goals and objectives. The PDAS represents the OIT in various meetings, assignments and speaking engagements.

Activities

- Carries out strategic planning, management and direction of IT programs, services and policies.
- Represents the OIT on information technology planning and operational task forces committees.
- Oversees cross-departmental initiatives and executive-level projects, fostering strategic partnerships.
- Strategizes with DoD and Federal agencies on IT priorities important to VA.
- Implements best practices to streamline optimize business practices and improve service quality to all OIT customers.
- Ensures processes for optimal effectiveness and efficiency and highest Return on Investments (ROI) to improving VA's ability to meet business goals.
- Responsible for the planning, programming, budget and execution of OIT's $4 Billion IT appropriation and safeguarding of OIT resource at 34 locations, nationwide.
- Leads the process to prioritize IT initiatives to meet current and future needs of business of stakeholders.
- Oversees governance, project and portfolio management and service delivery management.
- Leads the development and implementation of best practices and standards in process, design, architecture and operations of all aspects of service-oriented information technology delivery.
- Modernize the digital experience to provide safe, secure and timely data to our partners, Veterans and their families.

Office of the Executive Director for Information Technology Program Integration and Chief of Staff

Overview

The Executive Director for Information Technology Program Integration (ITPI) and Chief of Staff (COS) provides senior technical advisement to the AS/CIO and PDAS. Proactively drives the cross-

organizational integration of people, programs and initiatives to make OIT a more effective service delivery organization. Serves as the "voice of OIT," centralizing OIT communication and safeguarding OIT's brand. Leads overarching continuity of OIT during times of crisis and emergencies. Directs plans and implements a variety of executive and policy-related activities in support of the various programs and initiatives under the purview of the AS/CIO.

Activities

- Trusted advisor to the AS/CIO and PDAS providing advisory services critical to achieving optimal overall program balance in relation to VA's mission.
- Assists the AS/CIO in setting strategic priorities and planning, management and direction of IT programs and initiatives, services and policies.
- Promotes and maintains successful and productive interactions with VA offices and Administrations, DoD and other Federal agencies.
- Directs planning, programming, budget and execution of OIT's $4 Billion IT appropriation.
- Manages day-to-day activities, establishes workflows and processes to streamline operations and expand bandwidth of resources to achieve effectiveness and efficiency of OIT operations in 34 locations nationwide.
- Provides leadership in evaluating complex technology strategies and develop strategic approaches that maximize OIT's resources for optimal results.
- Directs and oversees all OIT's internal and external strategic communications campaigns.
- Creates and maintains cross-departmental relationships to enable OIT success and ensure executive-level continuity coordination.
- Monitors information flow to ensure AS/CIO or PDAS involvement in a project or decision making process is at the appropriate time.
- Collaborates with Federal agencies to develop standard Federal frameworks for cyber career pathways to educate, train, reskill and certify VA's IT workforce.
- Builds cohesiveness across OIT programs and initiatives, synthesizes cross-functional and organizational activities, decreases collaborative friction and provides executive oversight for cross-organizational activities for decision making.

Office of the Chief Technology Officer

Overview

The Office of the Chief Technology Officer (CTO) examines short and long-term needs of the Department and advises the AS/CIO on how best to capitalizes on emerging technologies to meet strategic business objectives. Develops polices and directives in compliance with Federal EA principles and guidance. Provides oversight and leadership in the transition from the "As Is" to the "To Be" architecture. Advises the AS/CIO on investments, development and implementation of new IT systems and/or the

modification of existing IT systems. Ensures IT investments are effective, efficient and meet the needs of business partners, Veterans and their families.

Activities

- Leads the technical vision and recommends appropriate technology to meet strategic goals.
- Advises if high risk, high-return technologies should be continued, modified or terminated.
- Directs and executes technology research and development projects or applications in support of OIT's goals and objectives.
- Guides executive responsibility for the systems life cycle development.
- Spearheads programs that increase OIT's ability to serve Veterans and customers through mobile service and cloud-shared services.
- Interprets and translates Federal laws, regulations, policies and guidance to address agency-specific needs.
- Leverages advances in science and emerging technologies to drive innovation and provide best in class practices, processes and solutions.
- Acts as a liaison between the customer and the business by taking on the responsibilities of customer relations, getting a grasp on the target market and helping deliver IT projects to market.
- Assists in setting strategic priorities and planning, management and direction of IT programs and initiatives.

Account Management Office

Overview

The Account Management Office (AMO) serves as a customer service organization that liaises between OIT and its business partners, Veterans Health Administration (VHA), Veterans Benefits Administration (VBA), National Cemetery Administration (NCA), and Corporate. AMO serves as the gateway to IT success by fostering collaborative partnerships that drive strategic alignment and prioritization of current projects and initiatives as well as planning for the future, to more effectively serve nine million Veterans and their families across the Nation. AMO 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. AMO efforts have a direct impact on VA's delivery of high quality solutions for Veterans, their families and caregivers.

Activities

- Serves as an advocate, trusted advisor and strategic partner to improve customer experience.
- Ensures the highest ROI from VA IT investments, improving VA's ability to meet business goals.
- Ensures our business partners understand the importance of the IT governance process.

- Focuses on high-priority IT initiatives, in the execution year, ensuring business success and leveraging emerging technology.

Office of Development, Security and Operations

Overview

Development, Security, and Operations (DevSecOps) unifies software development, software operations, service management, information assurance, cybersecurity compliance, performance monitoring and triage, and technical integration to work closely with VA business partners and cybersecurity colleagues throughout the entire IT solution delivery life cycle. The DevSecOps pillar is a formal organizational reflection of OIT's ongoing transformation to the culture-based IT approach, improving the experience of the OIT customers. DevSecOps leverages Agile principles, a strategically integrated Authority to Operate (ATO) process, user-centered design, continuous monitoring and learning and frequent IT releases to accelerate the customer requirement-to-solution delivery timeline. DevSecOps has an annual budget of $3.9B and a staff allocation of 7451 personnel that support an estimated 600,000 customers annually.

Activities

- Oversees and directs the enterprise's IT portfolios and architects, ensures program alignment, engineers and monitors performance in support of VA's digital transformation efforts.

- Responsible for purchasing, enhancing, designing, building and sustaining software to improve project execution and to deliver better outcomes for our VA business partners and Veterans.

- Provides a consolidated, enterprise-wide approach to identify, select, prioritize and successfully execute VA's technology portfolio.

- Delivers enterprise-wide IT infrastructure engineering and operations services effectively, efficiently and securely to enhance the customer experience and enables VA to optimize service delivery for Veterans.

- Manages implementation and operation of the Enterprise Command Center and the Enterprise Service Desk while keeping VA business partners informed of system availability with 24/7/365 Help Desk support.

- Provides technical oversight, centralizing system management and maximizing operational efficiency.

- Coordinates and facilitates enterprise-wide IT security efforts across organizations within VA's OIT by monitoring the cybersecurity posture of all VA systems. Home to the VA Interoperability Leadership Team (VAIL). VAIL reaches across VA, Federal Electronic Health Record Modernization (FEHRM), DoD, the health care sector and other partners to support interoperability of systems that support Veterans.

- Leads enterprise interoperability, working across the VA, FEHRM, DoD and our partners to design, develop, coordinate and measure interoperability to ensure all elements of the Veteran Journey are seamlessly enabled.

- Serves as a Center of Excellence focused on driving fully integrated IT services aligned to VA strategic goals and objectives to optimize design, delivery, operation and sourcing of IT services.

- Oversees VA's IT Service Management (ITSM) strategy, streamlining and optimizing OIT's business practices to improve service quality for end users across VA.

- Responsible for providing remote access Virtual Private Network (VPN) to VA employees with the capability to rapidly expand and accommodate more than 500,000 remote VPN users to 2,200 VA locations.

- Agile Center of Excellence (ACOE) delivers training, Agile methodology coaching, data collection, project management guidance, project status reporting, and program and project management tools to support the efficient and effective delivery of IT projects to VA OIT customers. The ACOE has trained over 350 VA employees on Agile principles.

Office of Information and Technology Resource Management

Overview

The Office of Information and Technology Resource Management (ITRM) oversees the day-to-day activities of OIT's $4 Billion IT appropriation; ensures space and facilities services for OIT operations in 34 locations nationwide, and the delivery of talent management services for OIT's 8,000 government staff. ITRM has 175 government staff located across the country, along with on-site and off-site contractor colleagues, supporting ITRM's functions and activities. ITRM works with the Office of Management and Budget (OMB) and Congress to ensure Congressional appropriations are transformed into an executable Budget Operating Plans (BOP) and IT funds are appropriately aligned to developmental and sustainment activities across VA.

Activities

- Ensures that the VA IT budget is in accordance with all IT requirements across VA and is aligned with its goals and objectives.

- Guides OIT efforts in planning, programming, executing, controlling and accounting for IT resources.

- Responsible for space planning, leasing, design, workspace accountability, construction, safety, maintenance, furniture, utilities and cleaning.

- Directs OIT Talent Management efforts to include recruitment to retirement, to ensures a comprehensive work experience tailored to employee talents and goals.

Office of Quality, Performance and Risk

Overview

The Office of Quality, Performance and Risk (QPR) advises the AS/CIO on complex and sensitive performance and risk issues that cross organizational boundaries within the Department. Additionally, QPR establishes the path forward for OIT by leading the strategic planning and governance efforts within OIT, supported by an internal data analytics and performance management program to ensure

comprehensive oversight of IT investments and functions. QPR's Deputy AS/CIO serves as the OIT Chief Risk Officer, OIT Chief Audit Executive, VA Senior Agency Official for Controlled Unclassified Information (CUI) and VA Common Data Steward for IT Management. Interfaces with the public, Veteran stakeholders and external agencies, such as the Office of Management and Budget (OMB), the General Accountability Office (GAO), Office of the Inspector General (OIG), Congress, the Department of Justice (DOJ), National Institute of Standards and Technology (NIST), and the National Archives and Records Administration (NARA) to assure Department-wide compliance with all applicable laws, policies, best practices and standards. QPR is divided into 14 offices, each with distinct functions that support capabilities across VA and OIT.

Activities

- Facilitates the development and dissemination of the IT Strategic Plan, OIT Enterprise Roadmap and Pillar Operations Plans.
- Develops and manages IT Governance Framework and develops the Annual Integrated Planning Guide (AIPG).
- Oversees OIT risk management efforts, manages the risk framework, and administers the OIT Enterprise Risk Registry (ERR) and the OIT Risk Reporting Tool (E-RISK Portal).
- Leads and guides OIT data management and analytic policies, standards, issue resolution, risk management and priorities.
- Facilitates development of performance measurements and metrics for IT Strategic Plan Objectives and Goals.
- Conducts Lightweight Independent Technical Assessments (LITA) of OIT Projects, Programs and Investments (PPI).
- Manages OIT external audit processes, performs analysis of audit finding recommendations, and coordinates compliance tracking, reporting and response.
- Champions OIT quality frameworks through Business Process Engineering and administration of the OIT Process Asset Library (PAL).
- Develops and administers the Records Management MetaKnowledge Repository (RM-MKR) application to assist organizations achieve NARA compliance.
- Provides oversight, policy, direction, and guidance for the VA Freedom of Information Act (FOIA) and Records Management programs; conducts compliance assessments of VA Privacy, FOIA and Records Management programs.
- Conducts Independent Verification and Validation (IV and V), as well as other types of independent testing and assessment of VA IT programs, projects, systems and software.
- Serves as the OIT Center of Excellence for continuous improvement practices, such as Lean Six Sigma to drive efficiency and accountability while aiding the VA workforce with adopting new practices.

Office of Information Security

Overview

The Office of Information Security (OIS) manages VA's cybersecurity and privacy programs and is committed to protecting Veteran data and VA information systems. OIS delivers enterprise-wide strategy, policy, governance and network defense through collaboration with VA and the OIT business units. OIS provides VA's cyberspace ecosystem resiliency through: Information Security Policy and Strategy (ISPS), Information Security Operations (ISO); Cybersecurity Program Integration (CSPI) and Privacy Services (PS) activities.

Activities

- Develops and implements VA cybersecurity policies and directives to ensure compliance with laws, regulations and recommended practices.
- Leads information security strategy development and integration.
- Preserves and protects the Personally Identifiable Information (PII) and Protected Health Information (PHI) of Veterans, their families and VA employees.
- Verifies and validates VA's cybersecurity posture, monitors, detects, reports, contains and mitigates risks and threats to VA's network and infrastructure.
- Collaborates with other Federal Agencies on cybersecurity and threat information.
- Manages Department-level FISMA reporting and cybersecurity program reviews.
- Collaborates with DoD to increase reciprocity and improve Veteran's experience.
- Guides cybersecurity program planning, programming, budgeting and execution activities.

Office of Strategic Sourcing

Overview

The Office of Strategic Sourcing (OSS) was created to enable more efficient, cost-effective procurement of IT products and services and to increase accountability over products/services to deliver better value to VA. OSS is responsible for facilitating the execution of OIT's IT Budget of $4.6 Billion via collaboration with requirements owners and the contracting office. OSS is engaged in contract management oversight to over 500 OIT Contracting Officer Representatives (CORs) assigned to more than 1,400 OIT active contracts totaling $3.6 Billion in obligations; and provides guidance and opportunities to assist the CORs in contractor performance and monitoring, timeliness of contract deliverables, invoice acceptance and resolving Unliquidated Obligations(ULOs)/Undelivered Orders (UDOs) in coordination with IT Resource Management (ITRM), and the requiring activity. OSS ensures that OIT and its customers are compliant with the FITARA enacted by Congress in December 2014, through the Budget Tracking Tool (BTT) Acquisition Review Module (ARM), and since the implementation of the FITARA Review with Chief Acquisition Officer (CAO) collaboration in June 2019, OSS completed more than 3,000 FITARA approvals and has over 3,100 ARM users and growing. OSS participates in over 180 vendor engagements annually, 20% of participants have a footprint within VA OIT with contract obligations totaling over $3 Billion.

Activities

- Adopts a customer-centric operating model driven by the customer engagement team and customer-based operational structure that focuses on delivering optimal and timely quality service to customers.

- Increases accountability over IT spending through enhanced business processes, decision making and FITARA compliance.

- Provides FITARA approval, training and subject matter expertise required to support the VA mission.

- Modernizes and strengthens Federal IT capabilities while addressing duplicative spending, poor cost performance of IT investments, lack of IT spending visibility, and the inability to benchmark IT spending within Federal agencies.

- Provides a consolidated strategic view of contract performance and contract risks through enterprise acquisition-level data, data-driven dashboards and vendor scorecards to enable strategic data-driven decision making.

- Trusted advisors and domain experts help customers navigate the procurement landscape of IT and IT-related products and services.

- Develops, implements and maintains category plans that realize process efficiencies and IT savings for VA IT requirements.

- Conducts market analyses, capability assessments and source selection evaluations.

Enhances the customer experience, streamlines the

- IT cost containment through strategic sourcing.

- Oversees and reviews any and all Federal mandates, acquisition guidance related to the FAR and VAAR that affects OIT and VA Administrations and Staff Office customers.

- Maintains customer relationships, while strategically managing its supplier relationships as they relate to business requirements and acquisitions.

Office of Management

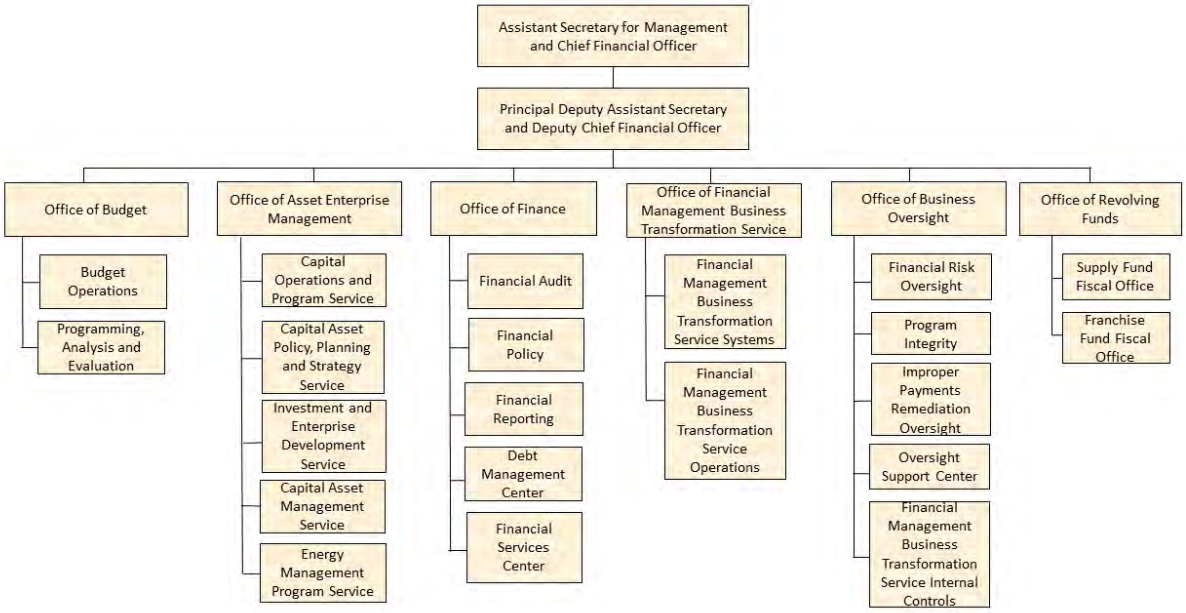

Figure 25 **- Office of Management**

Alternate representation of the OM 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, business oversight and revolving fund shared services. It also promotes public confidence in the Department through stewardship and oversight of business activities that are consistent with national policy, law and regulation.

Overview

The Assistant Secretary for Management and Chief Financial Officer (CFO) advised the VA Secretary on financial stewardship of Department resources and oversees Departmental budgetary and financial management functions.

OM supports the Administrations and Staff Offices through six major service lines and leads resource activities and initiatives for improving the Department's fiscal operations.

Activities

- Leads Departmental budgetary and financial oversight, including budget formulation and execution monitoring; and financial management for VA appropriations, revolving funds and key programs and operations.

- Manages the Department accounting and financial management system (new and legacy), including cost and accounting information; Department-wide financial services, such as payroll and other payment processing; and debt management and collection from Veterans.

- Oversees Department-wide capital asset management and independent business oversight activities (e.g. Agency Financial Audit, Internal Controls, STOP Fraud, Waste, Abuse initiatives), including development of long-range construction plans and implementation of financial and capital investment policies.

Authorities

38 U.S.C. § 309. Assistant Secretaries; Deputy Assistant Secretaries.
31 U.S.C. § 902. Authority and Functions of Agency Chief Financial Officers.
P.L. 101–576. Chief Financial Officers Act of 1990.
VA Directive and Handbook 0011. Strategic Capital Investment Planning Process 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 and Handbook 0056. VA Sustainable Buildings Program.
VA Directive 0057. VA Environmental Management Program.
VA Directive and 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 and Handbook 0062. Environmental Compliance Management.
VA Directive and Handbook 0063. Waste Prevention and Recycling Program.
VA Directive and 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 Directive and Handbook 0637. VA Vehicle Fleet Management Program.
VA Directive 4085. Capital Asset Management.
VA Directive 4086. Investment Matrix.
VA Directive and Handbook 7415. Enhanced-Use Leasing Program.
VA Directive and Handbook 7454. Enhanced-Use Leasing Post Transaction.
VA Directive and Handbook 7633. Managing Underutilized Real Property, Including Disposal.
VA Directive 7816. Lease Management.

Office of Budget

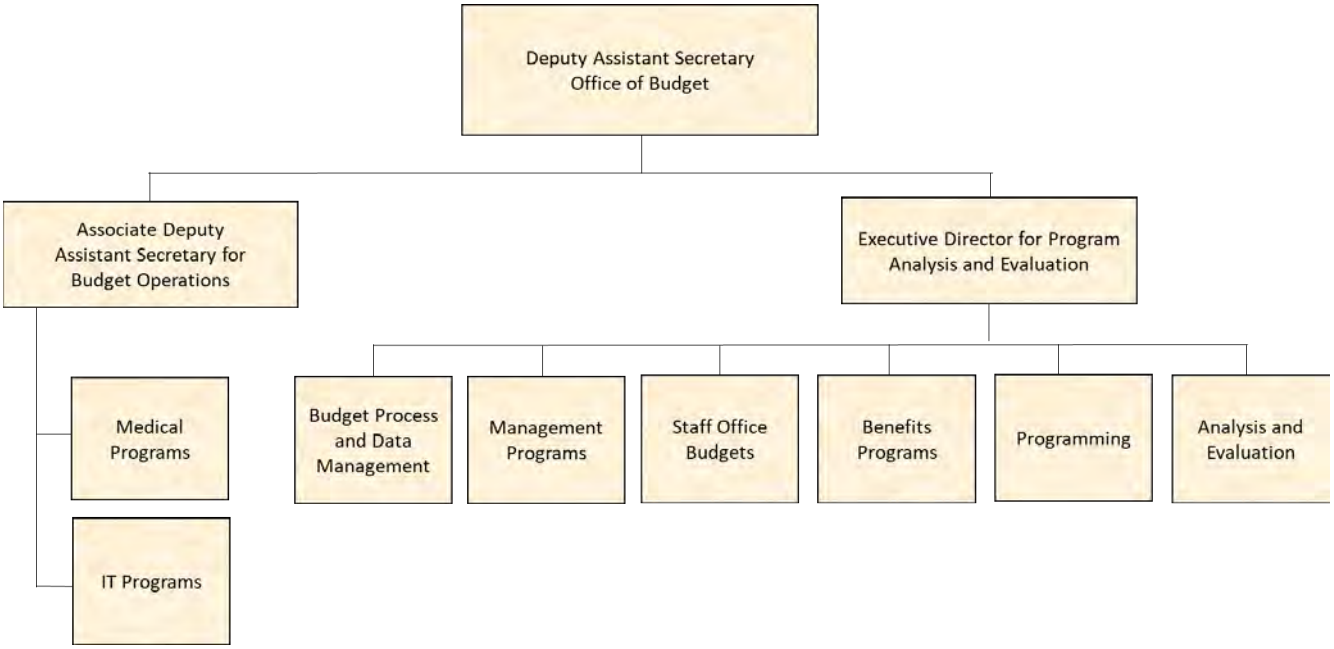

Figure 26 - Office of Budget

Alternate representation of the OB 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.

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 medical, Information- Technology (IT), and Electronic Health Record Modernization (EHRM) budgets.

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 and IT/EHRM 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.

Executive Director, Programming, Analysis and Evaluation

Overview

The Executive Director of Programming, Analysis and Evaluation (PAE) supports evidence-based resource decisions to promote VA's independent, analytical voice for supporting improved cost estimation, resource alignment and decision making to achieve the Department's strategic goals and objectives. The position is also responsible for managing the processes and systems used in the formulation, analysis, justification and preparation of the Department's benefits, management programs and Staff Office budgets to ensure efficient and timely budget submissions and execution.

Activities

- Manages 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 and the data for the President's Budget Appendix.

- 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 Benefits, Management Programs, Staff Office Budgets, Programming and Analysis and Evaluation.

- Represents VA in budget deliberations with OMB and Congressional appropriations committees.

Authorities

P.L. 112-74. Consolidated Appropriations Act, 2012.
P.L. 111-352. GPRA Modernization Act of 2010.
P.L. 104-106. The Clinger-Cohen Act of 1996.
P.L. 103-62 § 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). Assistant Secretaries; Deputy Assistant Secretaries.
31 U.S.C. § 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. §§ 1535-1536. The Economy Act and DoD Sharing Agreement 2121, 2111.
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).
U.S. Government Accountability Office. Principles of Federal Appropriations Law (GAO Red Book) (4th Edition, March 2016).

Office of Asset Enterprise Management

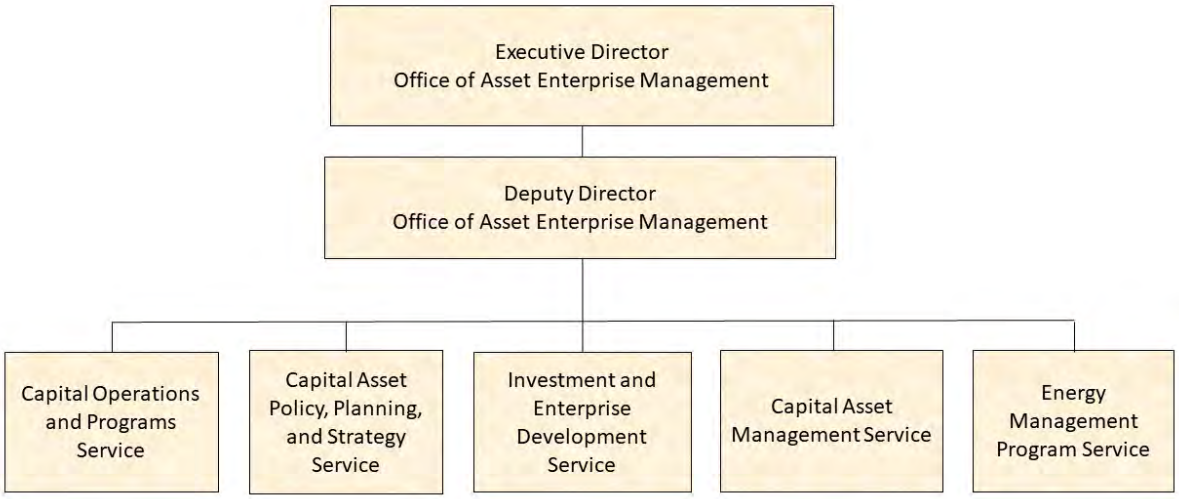

Figure 27 - Office of Asset Enterprise Management

Alternate representation of the OAEM organization chart

Overview

The Office of Asset Enterprise Management (OAEM) provides the Department with objective oversight and advice regarding the acquisition, management and disposal of VA capital assets. The OAEM Executive 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.

OAEM manages the Department's Strategic Capital Investment Planning (SCIP) process and chairs the SCIP Panel and Board. Additionally, OAEM is the responsible program office for VA's Enhanced-Use Lease (EUL) program, allowing the Department 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.

Activities

- Oversees VA's 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.

- Develops and disseminates policies, processes and performance measurement systems for the Department's capital asset management programs.

- Manages the Department's SCIP process providing guidance, standards and technical expertise with respect to individual investments and infrastructure-related programs and initiatives.

- Serves 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.

- Executes VA's EUL program repurposing vacant and underutilized assets to provide housing for homeless Veterans and their families.

- Implements VA's Energy Management Program including energy conservation and management, environmental compliance, vehicle fleet management, sustainable building conformance and related programs.

Capital Operation and Program Service

Overview

The Capital Operation and Program Service (COPS) provides 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.

Activities

- Provides administrative support to OAEM, including correspondence management, space management, human resource support activities and general office maintenance.

Capital Asset Policy, Planning and Strategy Service

Overview

The Capital Asset Policy, Planning and Strategy Service (CAPPSS) enables OAEM to serve as the principal policy office and business advisor regarding capital investment selection and execution via the SCIP process. CAPPSS coordinates the Department's capital asset policies and investment process. CAPPSS supports VA's comprehensive planning process for capital programs (major construction, minor construction, non-recurring maintenance (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.

Activities

- Manages the Department's SCIP Process, including the development of an integrated and prioritized list of projects annually.

- Prepares VA's annual Capital Program Budget submission, VA Long-Range Capital Investment Plan, and legislative analysis pertaining to capital programs and investments.

- Manages VA/DoD coordination on capital planning issues.

Investment and Enterprise Development Service

Overview

The Investment and Enterprise Development Service (IEDS) is responsible for the management and execution of VA's EUL program. An EUL is a 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. IEDS also conducts EUL portfolio management including annual compliance monitoring of EULs that are in operation.

Activities

- Executes the EUL program from initial lease review and negotiation through operation, and termination.
- Addresses all issues associated with project planning, development, negotiations, execution and annual lease compliance of a given EUL project.
- Maintains responsibility for EUL post transaction oversight, including producing the required annual EUL Consideration Report.
- 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 ongoing analysis of the portfolio. CAMS is also responsible for budget forecasting, delegation and tracking of VA's real property leases. 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.

Activities

- Provides oversight, management, and analysis of VA's real property portfolio, including planning, reuse, repurpose, disposal and other reporting.
- 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 OMB's Real Property National Strategy, including Reduce the Footprint (RTF) by providing guidance, analysis and reporting, as well as acts as VA's real property liaison with OMB, General Services Administration (GSA), and Government Accounting Office (GAO).
- Manages the GSA delegation process for lease procurements, and lease status tracking at the portfolio level.

Energy Management Program Service

Overview

The Energy Management Program Service (EMPS) leads VA's efforts to meet energy and environmental mandates while achieving enhanced efficiency and cost avoidance. EMPS formulates policy guidance and provides oversight for enterprise-level operations to help ensure VA compliance with Federal mandates for energy, environment and fleet management and supports related White House priorities.

Activities

- Executes the Department's Energy Management Program to include developing policies and monitoring key aspects of VA's sustainability efforts, such as the National Environmental Policy Act and sustainable buildings certification.

- Oversight and agency-level reporting for energy management, including energy performance contracting and vehicle fleets.

- Compiling and reporting data for OMB's Scorecard for Efficient Federal Operations and Management.

Authorities

P.L. 103-62 § 1116 (D) (5). Government Performance and Results Act of 1993.
P.L. 102-486. Energy Policy Act of 1992.
P.L. 102-486. Title 1 Subtitle F. Federal Agency Energy Management.
P.L. 103-355. Federal Acquisition Streamlining Act of 1994.
P.L. 109-58. Energy Policy Act of 2005.
P.L. 109-58. Energy Policy Act of 2005: Title 1 Subtitle A; Title 2 Subtitle A; Title VII Subtitles A and F; Title XV Subtitle B.
P.L. 110-140. 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. 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. §§ 1-1500. Protection of the Environment.

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. 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.
Federal Management Regulation, 102-34. Motor Vehicle Management.
Federal Management Regulation, 102-5. Home-To-Work Transportation.
General Services Acquisition Manual (GSAM)Part 501. General Services Administration Acquisition Regulation System.
OMB Circular A-11. Preparation Submission and Execution of the Budget.
OMB Supplement to OMB Circular A-11. Capital Programming Guide.
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 and Handbook 0056. VA Sustainable Buildings Program.
VA Directive 0057. VA Environmental Management Program.
VA Directive and Handbook 0058. VA Green Purchasing Program.
VA Directive and Handbook 0059. VA Chemicals Management and Pollution Prevention.
VA Directive and Handbook 0062. Environmental Compliance Management.
VA Directive and Handbook 0063. Waste Prevention and Recycling Program.
VA Directive and Handbook 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 and Handbook 0637. VA Fleet Management Program.
VA Directive and Handbook 7415. Enhanced-Use Lease Program Policies.

Office of Finance

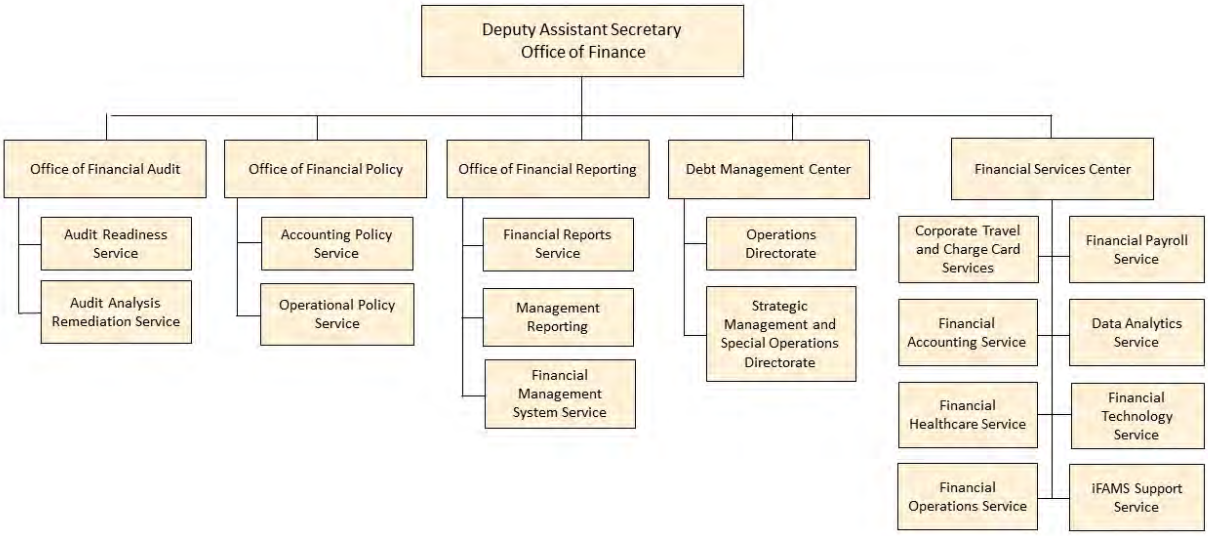

Figure 28 - Office of Finance

Alternate representation of the OF 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.

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 financial systems such as the VA Time and Attendance System (VATAS) and Concur (CGE) E-Gov Travel Service 2 (ETS2) travel system.

- Provides Integrated Financial and Acquisition Management System (iFAMS) Operations services to VA Administrations and Staff Offices.

- Develops and presents solutions to problems that affect day-to-day program management activities.

Office of Financial Audit

Overview

The Office of Financial Audit (OFA) 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.

Activities

- Serves as principal advisor to the Deputy Assistant Secretary (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.
- Conducts Financial Management Training Initiative events to Administrations and Staff Offices with a focus on improving financial management efficiencies related to the financial statement audit, financial management systems and controls.

Office of Financial Policy

Overview

The Office of Financial Policy (OFP) is responsible for Department-wide financial policy and providing guidance to affected offices on grants management issues.

Activities

- Serves as principal advisor to the DAS for Finance on all matters related to financial policy.
- Performs annual and five-year reviews of VA financial and operation policies to align with statutory, regulatory and standard setting organizations.
- Provides oversight, direction and coordination for VA grants management.
- Develops and issues VA financial and payroll policies and ensures their compliance with all financial laws and regulations.
- Reviews Federal Accounting Standards Advisory Board pronouncements, OMB Circulars, Treasury guidance and other law and regulation changes to ensure policies reflect any changes.

Office of Financial Reporting

Overview

The Office of Financial Reporting (OFR) is responsible for the development, coordination and issuance of timely and accurate financial statements, most notably the annual Agency Financial Report (AFR). OFR also

prepares quarterly reports for analytics purposes, and other required internal and external reporting for the Department, all derived from the financial management system it maintains. OFR also supports the iFAMS implementation. OFR is comprised of three service lines, the Financial Reports Service, Financial Management Service System (FMSS), and Management Reports Service.

Activities

- Serves as principal advisor to the DAS for Finance on all matters related to financial reporting, including all matters related to the legacy core financial systems and the interfaces with other smaller agency financial systems.

- Coordinates and prepares both the AFR and the Management Representation Letter in accordance with the laws and regulations; and ensures timely submission of both deliverables to OMB and Treasury on an annual basis.

- Reports VA-wide year-end financial information to Treasury and OMB for Government-wide consolidation, including financial analytics to support financial statement balances and accompanying footnote disclosures.

- Ensures financial systems comply with Governmentwide accounting principles and standards, financial policy and automated financial exchange requirements. Maintains and authorizes change requests to FMS.

- 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.

- Supports the iFAMS implementation by working collaboratively with Financial Management Business Transformation (FMBT) and applicable program offices.

Debt Management Center

Overview

The VA Debt Management Center (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 Staff Offices, National Cemetery Administration (NCA), VBA and Veterans Health Administration (VHA).

Activities

- Serves as principal advisor to the DAS for Finance on all matters related to debt collection operations for its customers and is accountable to the Revolving Fund Board of Directors, on all matters related to the operation of the DMC.

- Provides oversight, direction and coordination for the overall debt collection operation.

- Serves as the Department’s principal point of contact with the Treasury on all debt management related items and manages the Department’s referral of debt to Treasury.

- Leads process changes to improve the Veterans’ debt management experience and provides quality customer-focused receivables management services.

- Executes debt management related disaster recovery activities.

- Responds to Veterans' written and telephone inquiries, including VA benefit debt (compensation and pension, education and loan guaranty), disputes, waiver requests, compromise offers.

Financial Services Center

Overview

The VA Financial Services Center (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 government agencies.

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.

- 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.

- Provides financial accounting services for financial reports and accounting, nationwide accounting services and common administrative fiscal services to ensure accounting transactions are properly recorded, reconciled and reported to Treasury and OMB.

- Manages financial health care services for the payment of select medical claims in support of VHA by providing a wide range of services associated with the receipt and intake of the claim, conversion of paper claims, calculation of a reimbursement amount on the claim, and the payment and generation of an explanation of benefits to the provider.

- Provides a full range of financial operations, including electronic vendor payment services, customer relationship management, vendor file maintenance and payment resolution services.

- Operates VA's Financial Payroll Service providing training, customer service and resolution management for VA payroll support and system services.

- Provides data analytics services for developing, delivering and managing a full range of enterprise-level data analysis outputs to customers in support of VA's mission.

- Advises and assists with Financial Management Business Transformation Service (FMBTS) system configuration and implementation.

Authorities

P.L. 97-255. Federal Managers Financial Integrity Act of 1982 (FMFIA).
P.L. 97-258. 96 Stat. 923. Anti-Deficiency Act.
P.L. 101-576. Chief Financial Officers Act of 1990.
P.L. 104-208. Appropriations Act, 1997 (Establishing VA's Franchise Fund).
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. 107-347. 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. 109-282. 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. Chapter 55. 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 M-11-35. Eliminating Excess Conference Spending and Promoting Efficiency in Government.
OMB M-12-12. Promoting Efficient Spending to Support Agency Operations.
U.S. Department of the Treasury. Treasury Financial Manual Volume 1. Federal Agencies.
ISO 31000. Risk Management.
ISO 9001:2015. Quality Management System.

Office of Financial Management Business Transformation Service

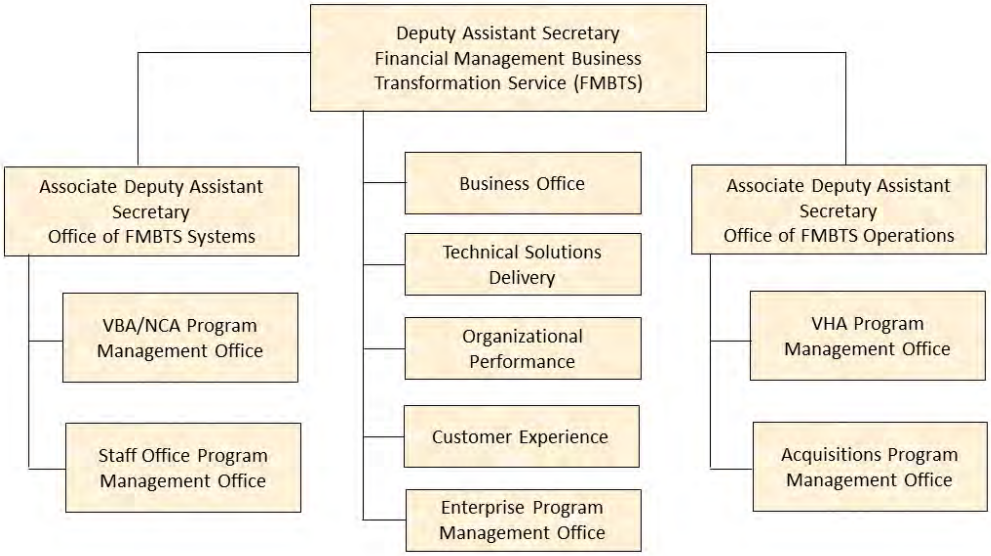

Figure 29 - Financial Management Business Transformation Service

Alternate representation of the OFMBT 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 multi-year 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. FMBTS will increase the transparency, accuracy, timeliness and reliability of financial information resulting in improved fiscal accountability.

Activities

- Provides program planning and execution for the implementation of a modern core accounting system.
- Manages VA financial and acquisition program management and business process re-engineering.
- Ensures compliance with the DATA Act, USASpending.gov initiative, and other transparency initiatives by submitting data to OMB as required.

Deputy Assistant Secretary for Financial Management Business Transformation Service

Overview

Oversees the cost, schedule, and performance of the enterprise initiative, including business oversight functions. The DAS for FMBTS is directly responsible for business office, technical solution delivery, organizational performance and overall customer experience.

Activities

- Provides oversight and guidance for business and technical operations, including program planning and execution, contract management and FMBTS policies and implementation.
- Serves as the Customer Experience Office responsible for customer facing program activities for migrating to the iFAMS solution, including training and organizational change management.
- Serves as the Enterprise Program Management Office lead responsible for the planning and implementation of the enterprise-wide iFAMS solution to include the integration and standardization of financial and acquisition business processes across the VA.

Associate Deputy Assistant Secretary for Office of FMBTS Systems

Overview

The ADAS for FMBTS Systems leads the Program Management Office (PMO) responsibilities for the planning and implementation of the iFAMS solution within VBA, NCA and the Staff Offices.

Activities

- Manages program execution, wave deployment and schedule coordination for PMO portfolio.
- Oversees data conversion and migration efforts for standardizing business processes and accounting requirements.

Associate Deputy Assistant Secretary for Office of FMBTS Operations

Overview

The ADAS for FMBTS Operations leads the Program Management Office (PMO) responsibilities for the planning and implementation of the iFAMS solution within VHA and VA's acquisitions functionality.

Activities

- Manages program execution, wave deployment and schedule coordination for PMO portfolio.
- Oversees data conversion and migration efforts for standardizing business processes and accounting requirements.

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 M-11-35. Eliminating Excess Conference Spending and Promoting Efficiency in Government.
OMB 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

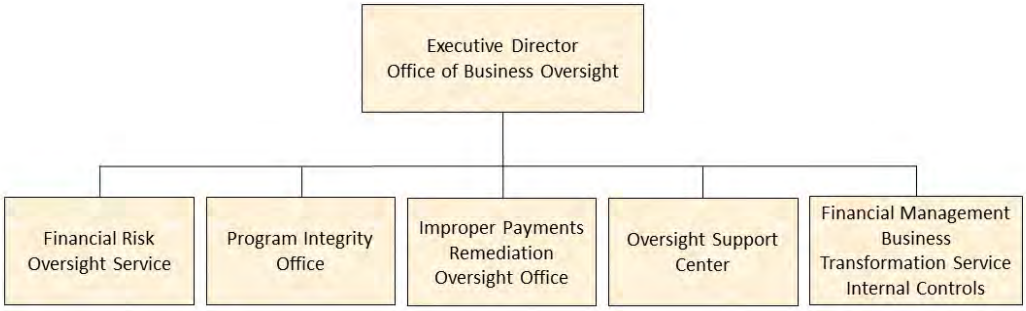

Figure 30 **- Office of Business Oversight**

Alternate representation of the Office of Business Oversight organization chart

Overview

The Office of Business Oversight (OBO) is the Department's internal controls oversight organization located in Austin, Texas and Washington, District of Columbia. OBO provides objective oversight and advice on improving internal controls across the Department. OBO is also responsible for reporting and compliance associated with improper payments legislation as well as coordinating and strengthening the Department's prevention and detection of fraud, waste and abuse through various projects and collaboration with the Administrations. OBO also provides oversight of external organizations serving Veterans and their families to ensure services are performed in accordance with agreements.

Activities

- Serves as principal advisor to OM on all matters related to internal controls; fraud, waste and abuse; and improper payments.
- Coordinates intradepartmental activities to stop fraud, waste and abuse.
- 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 of financial controls, contained in Office of Management and Budget Circular A-123, Appendix A, *Management's Responsibility for Enterprise Risk Management and Internal Controls*. FROS also coordinates VA's Annual Statement of Assurance and prepares the overall VA internal controls assessment based on input from all Administrations and Staff Offices.

Activities

- Performs assessments and testing of VA's internal controls over reporting and assists with remediation of deficiencies.
- Coordinates internal controls assessment activities across VA, including preparing the Secretary's Annual Statement of Assurance.
- Sets and communicates internal controls guidance for requirements contained in Federal Manager's Financial Integrity Act of 1982 (FMFIA), GAO Standards for Internal Control in the Federal Government and OMB Circular A-123, Appendix A, Management's Responsibility for Enterprise Risk Management and Internal Control.
- Performs test of design (TOD) and test of effectiveness (TOE) of Department-wide programs in accordance with OMB Circular A-123, Appendix A.

Program Integrity Office

Overview

The Program Integrity Office (PIO) coordinates intradepartmental activities to stop fraud, waste and abuse.

Activities

- Coordinates intradepartmental fraud, waste and abuse activities/issues, working with designated offices within the Administrations.

- Provides oversight, direction and coordination for assessing fraud risks.
- Completes required annual reporting related to fraud prevention activities.
- Conducts reviews, largely using data analytics, to detect and ultimately prevent fraud, waste and abuse.
- Serves on interagency 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 improper payments legislation and guidance via the Payment Oversight Program. 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.

Activities

- Provides guidance and support to VA Administrations and Staff Offices regarding remediation, effective measurement and reporting of improper payments.
- Reviews and provides recommendations on completed risk assessment questionnaires; to include identifying programs that require a full risk assessment.
- Provides oversight and support to ensure root causes are accurately identified in the development and implementation of effective Corrective Action Plans to drive remediation of improper payments.
- Coordinates all data collection and reporting requirements in compliance with OMB timelines for reporting on improper payment identification and remediation activity.
- Manages coordination of the annual Office of the Inspector General (OIG) audit of compliance with improper payments legislation and guidance.
- 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 (OSC) provides oversight of external organizations serving Veterans and their families to ensure services are performed in accordance with agreements.

Activities

- Ensures Grant Per Diem and Supportive Services for Veteran Families Grantees adhere to expense thresholds, comply with standards and meet corrective action plan requirements.

- Supports VHA's Technology Transfer Program by reviewing agreements and compliance of development partners.
- Assists NCA in ensuring State and Tribal Government operate Veteran Cemeteries within standards.
- Provides training to Grantees to improve adherence to regulations and agreements.
- Develops future business by offering oversight services and product lines to VA customers and programs as part of a Franchise Fund Enterprise Center.

Financial Management Business Transformation Service – Internal Controls

Overview

The FMBTS - Internal Controls (FMBTS- IC) ensures that VA's implementation of the new integrated Financial and Acquisition System incorporates internal control best practices through participation in business process requirements and configuration analysis, and to provide stakeholders with internal control documentation aligning controls to reporting risks.

Activities

- Documents enterprise and administration specific target state internal controls to mitigate financial reporting risks.
- Supports FMBTS with external auditor provided by client requests related to internal controls.

Authorities

P.L. 97-255. Federal Managers Financial Integrity Act of 1982 (FMFIA).
P.L. 101-576. Chief Financial Officers Act of 1990.
P.L. 104-208. Appropriations Act, 1997 (Establishing VA's Franchise Fund).
P.L. 103-356. Government Management Reform Act of 1994.
P.L. 104-208. Federal Financial Management Improvement Act of 1996 (FFMIA).
P.L. 107-347. 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. 109-282. 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.
P.L. 116-117. Payment Integrity Information Act of 2019.
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.
OMB Circular A-136. Financial Reporting Requirements.
2 C.F.R. 200. Uniform Administration Requirements, Cost Principles and Audit Requirements for Federal Awards.
38 C.F.R. Part 62. Supportive Services for Veterans Families.
38 C.F.R. Part 61. VA Homeless Providers Grants and Per Diem Program.
38 C.F.R. Part 39. Aid for the Establishment, Expansion, and Improvement or Operation and Maintenance of Veteran Cemeteries.
U.S. Department of the Treasury. Treasury Financial Manual Volume 1. Federal Agencies.
GAO-14-704G. Standards for Internal Control in the Federal Government.

Office of Revolving Funds

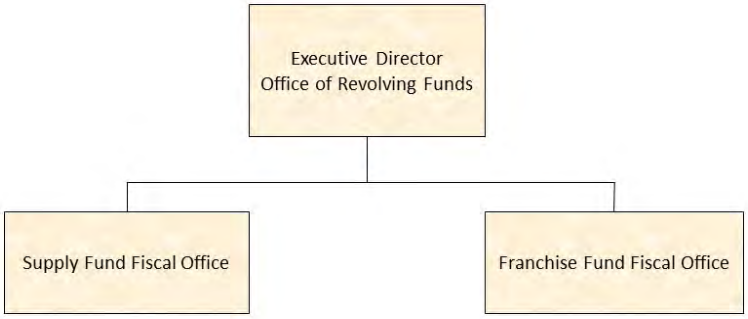

Figure 31 - Office of Revolving Funds

Alternate representation of the ORF organization chart

Overview

The Office of Revolving Funds (ORF) enables VA to provide a full range of benefits and services to our Nation's Veterans by providing strategic and financial oversight of both VA Revolving Funds – Supply Fund and Franchise Fund. Through stewardship and oversight of revolving fund business activities, ORF promotes public confidence while meeting fiduciary requirements consistent with national policy, law and regulation. ORF's mission is to provide best in class shared services and financial support through strategic planning of VA Revolving Funds; to execute outstanding financial support capabilities; produce sound business plans for service lines; and offer cost-effective solutions for our stakeholders through shared services while maintaining clean audit results.

Activities

- Conducts quarterly Revolving Fund Board of Directors Meetings and provides oversight and funds execution metrics to the Board.
- Provides full range of accounting operations support and oversight of five Acquisition Centers and seven Enterprise Centers.
- Delivers enterprise-wide performance feedback and transparent financial performance metrics to ensure reliability of financial information and accountability.
- Increases rate setting transparency, accuracy and reliability of financial information.
- Facilitates annual financial statement audits by an independent audit firm of each fund.

Supply Fund Fiscal Office

Overview

The Supply Fund Fiscal Office formulates the budget and executes the VA Supply Fund that generates more than $24.8 billion in annual sales and provides support to over 1,000 full-time equivalent positions for nine lines of business: the Office of Acquisition and Logistics (OAL), Office of Procurement, Acquisition and Logistics (OPAL), the Office of Small and Disadvantaged Business Utilization (OSDBU), National

Acquisition Center (NAC), Denver Acquisition and Logistics Center (DLC), Technology Acquisition Center (TAC), Service and Distribution Center (SDC), VA Acquisition Academy (VAAA) and, the Strategic Acquisition Center (SAC).

Activities

- The Supply Fund recovers its operating expenses through surcharges on various products or services provided to Veterans and other Government agencies.
- In partnership with the VA FSC, the Supply Fund recovers duplicate payments to vendors and unused credits from vendors.
- 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.
- Support operation of the Department Supply System to include policy, operations, legal support, OSDBU, VAAA and other Acquisition Enterprise activities.

Franchise Fund Fiscal Office

Overview

The Franchise Fund Fiscal Office formulates the budget and executes the VA Franchise Fund which is comprised of seven self-supporting lines of business. The seven Enterprise Centers include:

- Financial segment (Office of Management)
  - FSC in Austin, Texas
  - DMC in St. Paul, Minnesota
  - Internal Controls Support Center (ICSC) in Austin, Texas
- Personnel, Security and Law Enforcement segment (Human Resources Administration/Office of Operations, Security and Preparedness)
  - VA Personnel Security Adjudication Center (PSAC)
  - Law Enforcement Training Center (LETC), both in North Little Rock, Arkansas
  - Human Capital Services Center (HCSC) in Washington, D.C.
- Information Technology segment (Office of Information and Technology)
  - IT Infrastructure Operations (ITIO) Center in Austin, TX

Activities

- Support business plan development, fiduciary audits and financial stability of the VA Franchise Fund in accordance with statutes, regulations and policies.

- Provides policy, process, guidance and direction for delivering exceptional customer service, high quality, reliable and consistent mission support services at lower costs.

- Provides administrative support by directing and analyzing budget formulation and execution processes. Administers financial resources and oversee business planning activities.

- Ensures clean audit results for the VA Franchise Fund by taking appropriate actions related to all OIG and GAO findings and ensuring compliance with fiduciary requirements and Federal Government best practices.

Authorities

P.L. 103-356. Government Management Reform Act of 1994 (Franchise Fund).
P.L. 104-204. Department of Veterans Affairs and Housing and Urban Development, and Independent Agencies Appropriations Act, 1997.
P.L. 109-114. Military Quality of Life and Veterans Affairs Appropriations Act, 2006.
31 U.S.C. § 501. Office of Management and Budget.
31 U.S.C. §§ 1535-1536. Economy Act.
38 U.S.C. § 301. Department of Veterans Affairs.
38 U.S.C. § 8121. Revolving Supply Fund

Office of Public and Intergovernmental Affairs

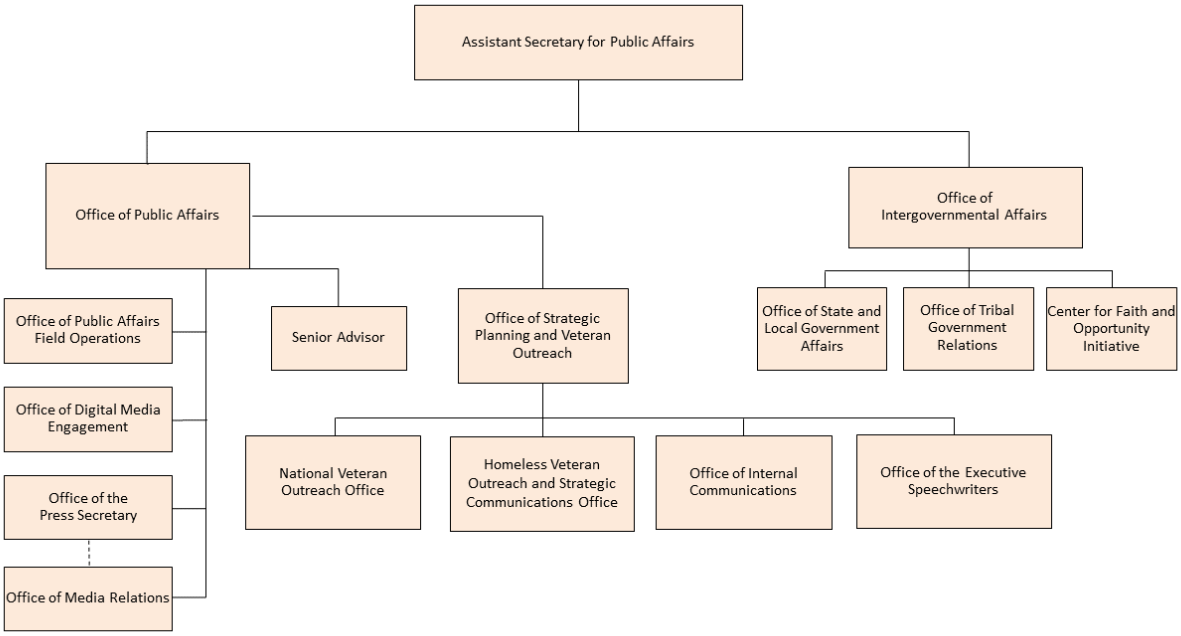

Figure 32 - Office of Public and Intergovernmental Affairs

Alternate representation of the OPIA 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.

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 Directive 6102. Internet/Intranet Services.
VA Directive 6515. Use of Web-Based Collaboration Technologies.
VA Handbook 0023. Tier 1 Graphic Standards, Appendix A.
VA Handbook 6102. Internet/Intranet Services.

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.

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 on-site 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 on-site 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.

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.

Office of Field Operations

Overview

OPIA's Field Operations Service consists of six regional public affairs offices that serve as the public relations conduit between local facilities in each Administration and VA Central Office. The field team coordinates the release of external and internal public affairs information, provides direct support and public relations counsel, manages training for all communications personnel at the regional level, and supports the Secretary and Deputy Secretary during visits to VA facilities.

Activities

- Facilitates interviews and responses to media queries in coordination with the Deputy Assistant Secretary, the Press Secretary, affected Administrations and facilities in their area of support.

- In conjunction with the Assistant Secretary and Deputy Assistant Secretary, and in support of specific communications efforts, coordinates one-on-one interviews with local media for the Secretary and Deputy Secretary to discuss current issues for the Department.

- 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 on-site 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.

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.

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 (WGB).
- Manages the Department's Web Governance Board, which is responsible for standardization and enforcement for VA's primary web properties.
- On behalf of the WGB 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 social media products for the 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 the 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.

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

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.

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.

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.

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.

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 proactive, 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 and digital editions), which is an annually updated handbook that provides a digest of all VA and other Federal benefits for Veterans. 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 VA's 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 also 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, while coordinating with Federal, state and local partner organizations to synchronize messaging about homeless Veterans' issues.

Activities

- Expands 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 out-of-home advertisements (billboards, bus ads, etc.).
- Maintains the VA Homeless Program Office's 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.
- Creates 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.
- Provides customer service to Veterans and other stakeholders.
- Responds to requests for information about VA Homeless Programs from the public.

- Directs Veterans who are homeless or at risk of homelessness to the appropriate VA personnel or office(s) 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 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.

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 Communications Working Group, an 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 VA Insider 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.

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, audiovisual 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.

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.

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 point of contact with the White House Office of Intergovernmental Affairs and with all Federal intergovernmental affairs counterparts.
- Manages VA's International entity requests.
- 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 participation in intergovernmental affairs initiatives, including White House-sponsored policy initiatives and events, as well as, maintain collaboration with state and local stakeholders regarding policy and delivery of services in their respective jurisdictions. SLGA serves as the Department's point of contact for intergovernmental affairs matters and serves as the primary point of contact with all, state and local government officials. SLGA facilitates government to government relations that enhance access to VA services and benefits for Veterans and their families. SLGA International requests by foreign entities for program visits and collaboration.

Activities

- Serves as the VA office of primary responsibility for government affairs with states.
- Builds and enhances government partnerships, and communications between with 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 regarding service delivery.
- Maintains communications and potential policy development with national governmental associations.
- Maintains proactive outreach with Governor's Offices.
- Maintains proactive outreach 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).
- Manages SECVA and other VA senior leaders 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 constituents.
- Serves as the SECVA interface with the White House Office of Intergovernmental Affairs as well as Federal agency Intergovernmental Affairs (IGA) counterparts.
- Manages International requests.
- Oversees diplomatic outreach on behalf of SECVA, and VA senior officials and agencies.
- Manages foreign delegation meeting requests for SECVA and other senior VA leaders.
- Manages process with the Department of State/DoD and other Federal agencies regarding foreign entity requests.
- Manages SECVA and Deputy Secretary visits to foreign countries.

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.

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) Memorandum of Understanding (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.
The White House. Presidential Memorandum on Tribal Consultation, November 2009.
VA Tribal Consultation Policy, February 4, 2011.
VA Directive and Handbook 8603. Consultation and Communication with Federally-Recognized Indian Tribes.

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.

Activities

- Provides FBCOs with tools and resources about VA programs and services.

Office of Acquisition, Logistics and Construction

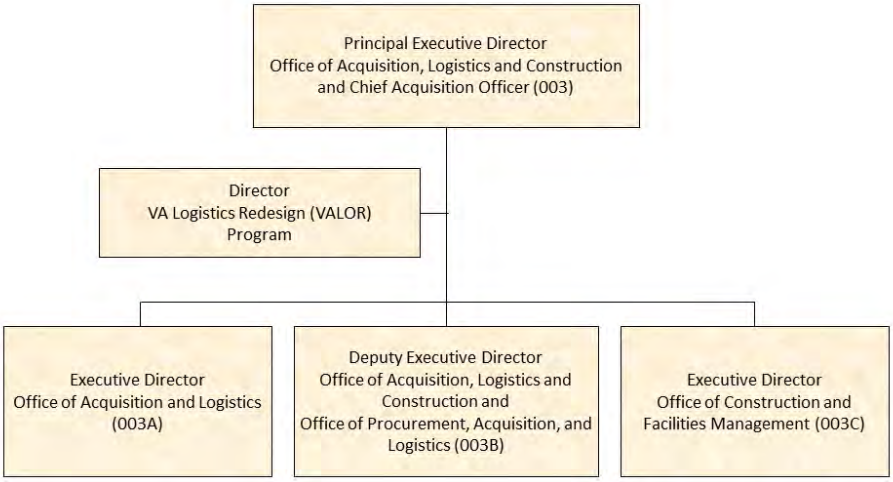

Figure 33 - Office of Acquisition, Logistics and Construction

Alternate representation of the OALC 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/.

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 Office of the 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 Co-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/.

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.

VA Logistics Redesign Program Director

Overview

- The VA Logistics Redesign (VALOR) Program Director Implements and integrates enterprise-wide deployment of Defense Medical Logistics Standard Support (DMLSS)/LogiCole as VA's health care logistics and supply chain management solution.

Activities

- Provides a program management framework to ensure effective partnership across the lines of business and organizational boundaries including Joint business and technical coordination and leadership.

- Ensures collaboration for the effective management and coordination of VA resources in support of DMLSS/LogiCole implementation.

- Provides governance to support the transition from legacy business processes and systems to a more efficient, effective VA delivery model.

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 and Handbook 7002. Logistics Management.
VA Directive 7125.1. Accountability.
VA Directive and Handbook 7126.2. Procurement Sources and Programs.
VA Directive and Handbook 7127. Materiel Management Procedures.
VA Directive and 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 and Handbook 7240. Transportation and Traffic Management.
VA Directive and 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 and Handbook 7348. Utilization and Disposal of Personal Property.
VA Directive and Handbook 7349. VA Acquisition Corps (VAAC).
VA Directive and Handbook 7401.3. Selling Authority Certification.
VA Directive and Handbook 7401.6. Limited Authority to Pay by Purchase Card.
VA Directive and Handbook 7401.7. Unauthorized Commitments and Ratification.
VA Directive and Handbook 7402. VA Acquisition Program Management Framework (APMF) Policy.
VA Handbook 7403. Federal Acquisition Certification for Contracting Officers Training (FAC-Contracting Officer's Representative (COR)).
VA Directive and Handbook 7408.1. Requesting Waivers from the Requirement to use VA Federal Supply Schedules.
VA Directive 7433.2. Bid Protest Decision Letter.
VA Directive and 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 and Handbook 7545. Cultural Resource Management Procedures.
VA Directive and 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 and Handbook 23. Tier 1 Graphic Standards.
VA Directive and Handbook 100. 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.

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Office of the Executive Director, Office of Acquisition and Logistics

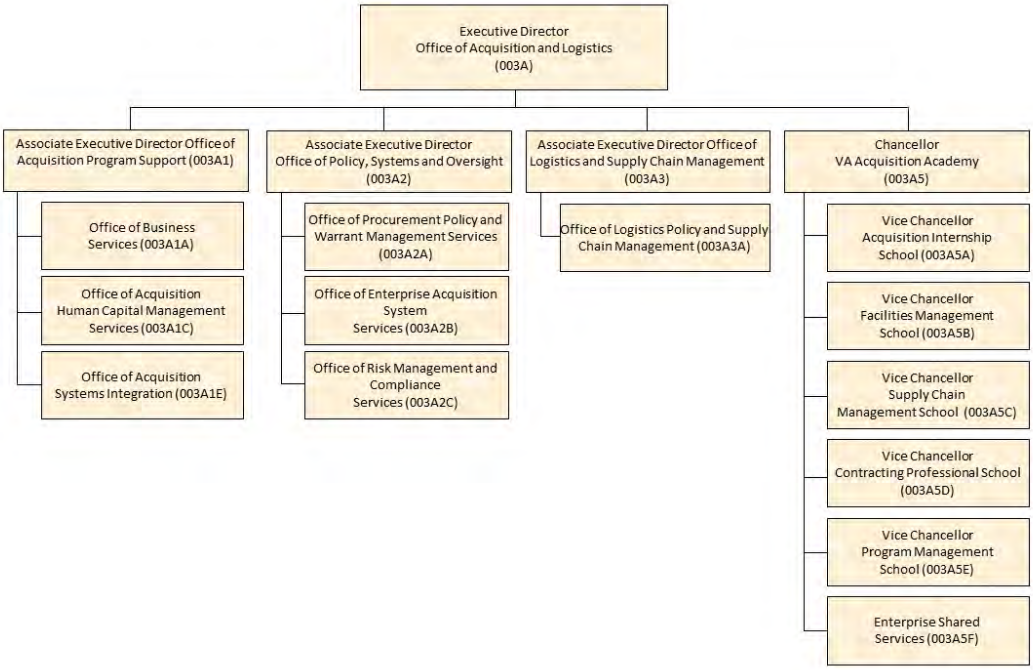

Figure 34 - Office of Acquisition and Logistics

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/.

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 Office of Management and Budget (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.

- 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 curricula 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, Office of Acquisition and Logistics (OAL) Budget Management, Human Resources Liaison requirements, Business Transformation, OAL Facilities and Emergency Preparedness.

Activities
- Manages a comprehensive Acquisition Career Management Program in accordance with 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).

Activities

- Responsible for providing an array of human resources services including advice, guidance, and processing, in conjunction with OAL's assigned Human Resources (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 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 Equal Employment Opportunity (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 Acquisition Human Capital Management Services

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 CAO and senior leadership in fulfilling and managing VA's acquisition workforce's professional development.

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 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 OFPP, the 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 Federal Supply Schedule (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).

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.

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

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.

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.

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-123. Federal and Departmental Acquisition Regulations.

Office of Logistics and Supply Chain Management

Overview
Establishes, oversees and ensures compliance with enterprise supply chain management policies.

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

Overview
The Office of Logistics Policy and Supply Chain Management Office (OLSCM) establishes, oversees and ensures compliance with enterprise supply chain management policies.

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., Office of Information and Technology (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.

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.

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 Office of Human Resources and Administration/Operations Security and Preparedness (OHRA/OSP) and OEI, and with other Government agencies including OMB, OFPP, OMB Office of Personnel Management (OPM), GSA and 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

Overview

The Acquisition Internship School (AIS) 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.

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, Construction and Facilities Management (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.

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 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 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.

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 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.

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 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.

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), and Contracting Officer's Representative (FAC-COR) 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 to foster 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 OIT, VHA, CFM, OFPP, FAI and others.

Office of 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.

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 and 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, EAS, OHRA, OIT and others.
- Coordinates accreditation activities for VAAA enterprise.

- Coordinates stakeholder engagement and targeted marketing/outreach activities for VAAA enterprise. Provides administrative support services for human resources, and other VAAA operations. Provides administrative support services for 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.
OFPP Policy Letter 05-01. Developing and Managing the Acquisition Workforce, April 15, 2005.
OMB Memorandum. The Federal Acquisition Certification in Contracting Program, January 20, 2006.
OMB Memorandum. Revisions to the Federal Acquisition Certification in Contracting (FAC-c), May 7, 2014.
OMB Memorandum. The Federal Acquisition Certification for Program and Project Managers, April 25, 2007 (FAC-P/PM).
OMB Memorandum. Revisions to the Federal Acquisition Certification for Program and Project Managers (FAC-P/PM), December 16, 2013.
OMB Memorandum. Revisions to the Federal Acquisition Certification for Contracting Representatives (FAC-COR), September 11, 2011.

Office of Procurement, Acquisition and Logistics.

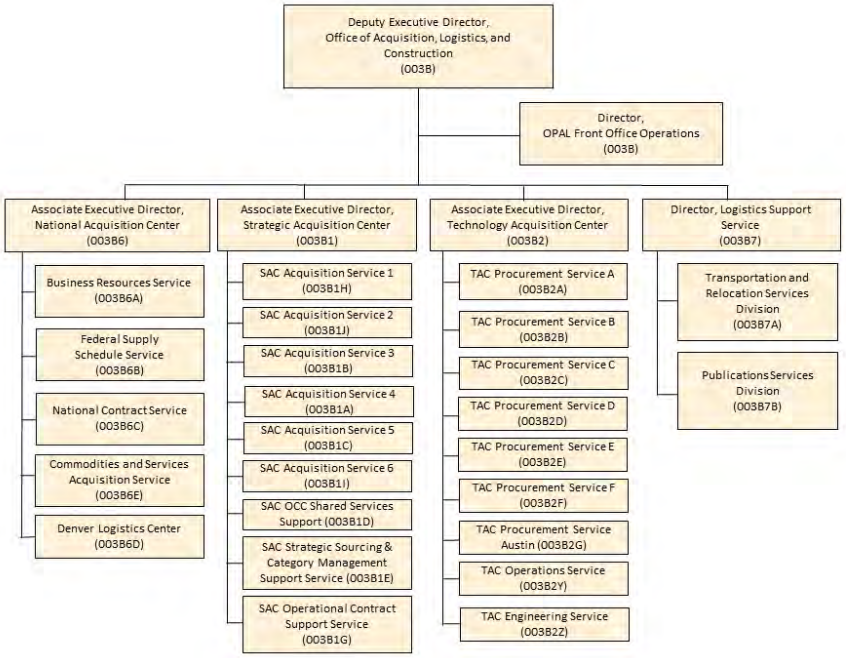

Figure 35 - Office of Procurement, Acquisition and Logistics

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/.

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 Deputy Executive Director, OALC, 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, OHRA and OIT. 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 Regulations (VAAR).
Department of Defense (DoD) Sharing Agreement 2121, 2111.

Front Office Operations

Overview

With its staff of senior acquisition and business professionals, the Office of Procurement, Acquisition and Logistics (OPAL) Front Office Operations manages the overall accountability and control over the

OPAL contracting activities and works to resolve acquisition issues across 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.

Activities

Serves as the primary advisor and high-level resource to the Deputy Executive Director, OALC, 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.
- Provides expert advice 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 Regulations (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 health care-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.

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, Health and Human Services

(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.

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 Freedom of Information Act (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.

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.

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 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.

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 health care-related service contracts such as 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 holistic supply chain management for the VA National Hearing Aid and Home Telehealth Programs and supports VA and other Government agencies with professional logistical services. The DLC manages VA's only hearing aid repair program by providing eligibility verification, problem diagnosis, hearing aid programming retrieval, cleaning, repairs, vendor management and quality control. DLC's services enables Veterans with the ability to order many items directly from the DLC and have them shipped to their homes or current residence, thereby reducing unnecessary trips to local medical facilities and enhancing the efficiency of clinical staff. For more information, please visit http://www.va.gov/opal/about/nacDLC.asp.

Activities

- Provides hearing aid repair services to our Veteran population.
- Provides logistical support in the ordering and worldwide distribution of hearing aids, hearing aid batteries and accessories, cochlear implants, assistive devices and aids for the visually impaired, prosthetic/orthotic products and services, and home telehealth devices to our Veterans and VA facilities.

Authorities

P.L. 103-355. Federal Acquisition Streamlining Act of 1995 (FASA).
P.L. 108-136. Acquisition Reform Act of 2003 (SARA).
P.L. 81-152. Federal Property and Administrative Services Act of 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 Management Regulation Subchapter B.
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 7002/1. Logistics Management.
VA Directive and Handbook 7125. Acquisition and Material Management Policy General Procedures.
VA Directive and Handbook 7126. Central Office Controlled Items.
VA Directive and Handbook 7348. Utilization and Disposal of Personal Property.

Strategic Acquisition Center

Overview

The Strategic Acquisition Center (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.

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 OHRA.
- 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, OPAL 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 Acquisition Services 1, 2, 3, 4, 5 and 6

Overview

The SAC has six Acquisition Service Directorates located in Fredericksburg, VA and Frederick, MD. These Directorates are responsible for performing cradle to grave support for VA's non-IT acquisitions.

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-IT 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 Office of Connected Care Shared Services Support Office

Overview

The SAC Office of Connected Care (OCC) Shared Services Support Office collaboratively partners with the VHA Office of Connected Care to provide acquisition planning and post-award support for complex health care supplies and services.

Activities

- Provides cost, schedule and performance expertise on the Department's mission critical health care programs.
- Coordinates OCC post-award procurement actions.
- Provides comprehensive training to customer organizations.
- Assists OCC program managers with monitoring timely contractor performance measurements and deliverables, in accordance with Agency's acquisition program goals and objectives, and contract requirements.

Strategic Acquisition Center Strategic Sourcing and Category Management Support Service

Overview

The SAC Strategic Sourcing and Category Management Support Service provides pre-award support to VA's program offices for non-IT acquisitions.

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.
- Collaborates with VHA and the OAL Office of Logistics and Supply Chain Management to coordinate the acceptance and inclusion of strategically sourced health care products to VA's formulary and category management inventories.
- Prepares procurement data reports for senior acquisition leaders' analysis and strategy development to leverage SAC and VA buying power.
- 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 Operational Contract Support Service

Overview

The SAC Operational Contract Support (OCS) Service provides quality control reviews to ensure policy adherence, performance measurements and risk mitigation for all SAC acquisitions. OCS is also 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.

Activities

- Conducts quality control and compliance reviews to assure the OPAL 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.
- Ensures the SAC's procurement actions meet and exceed performance measures in accordance with the Agency's program goals and objectives, and contract requirements.
- 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.

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.
Federal Acquisition Regulation (FAR).
Veterans Affairs Acquisition Regulations (VAAR).

Technology Acquisition Center

Overview

The Technology Acquisition Center (TAC) provides dedicated acquisition and program management expertise and support for life cycle management of enterprise-wide solutions in information technology (IT), primarily for the OIT. The TAC's offices are in Eatontown, New Jersey and Austin, Texas.

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 OIT.

- 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, OPAL 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 Procurement Service A, B, C, D, E, F and Austin

Overview

The TAC has seven Procurement Service Directorates located in Eatontown, NJ and Austin, TX. These Directorates are responsible for performing cradle to grave support for VA's IT acquisitions that exceed $100,000.

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.

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.

- Provides cost, schedule, and performance expertise on critical Department programs for IT acquisitions; 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.

- Coordinates post-award procurement actions and provides support to VA's program offices for IT acquisitions.

- Provides comprehensive training to customer organizations.

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 Regulations (VAAR).

Technology Acquisition Center Engineering Service

Overview
The TAC Engineering Service provides pre-award support to VA's program offices for IT acquisitions.

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 Regulations (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/.

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 Division

Overview

Transportation and Relocations Services Division is responsible for the planning, sourcing, procurement, and management of VA's transportation program.

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 Division

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.

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.

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

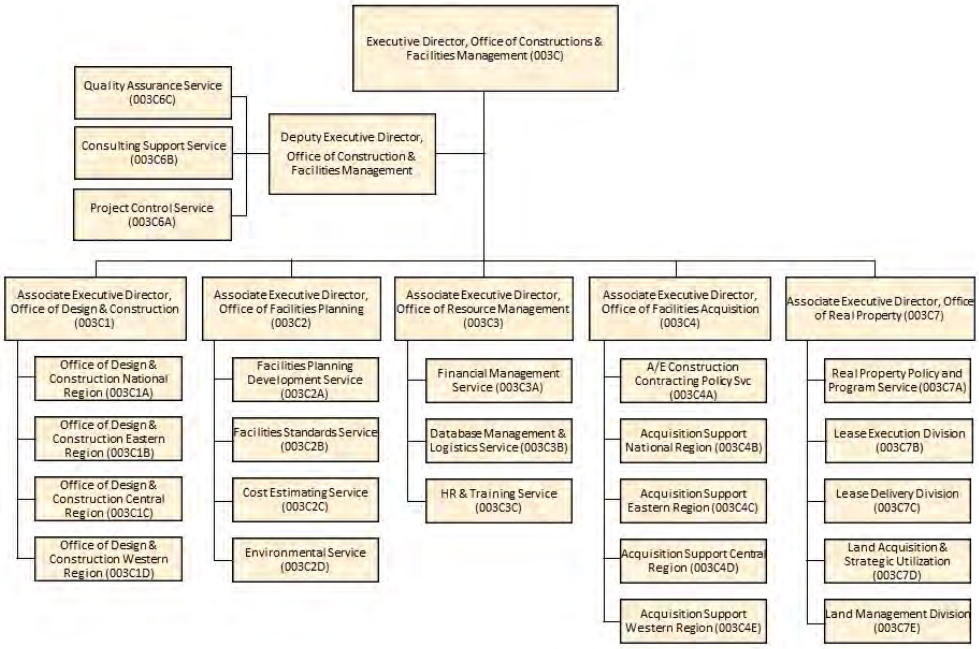

Figure 36 - Office of Construction and Facilities Management

Alternate representation of the OCFM organization chart

Office of the Executive Director

Overview

The Office of 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.

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.
- Oversees construction procurement activities.
- 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 associated with the Department's real estate and construction programs.
- 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 the Deputy Executive Director

Overview

The Deputy Executive Director's office 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.

Activities

- 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.
- Provides senior leadership to the planning, design and construction of all major construction projects.
- Oversees the acquisition of real property for us by VA elements through the purchase of land and buildings, as well as, long-term lease acquisitions.
- Manages the crucial areas of facility sustainability, seismic corrections, physical security and historic preservation of VA's facilities.

- Guides the development of a national program strategy for construction acquisition, real property acquisition and disposal, and program quality assurance.
- Reviews policy, guidance and performance measures for the acquisition oversight of construction and leasing programs.
- Maintains construction and leasing performance measurement and reporting systems.
- Oversees the administration of programs to assess organizational achievement and individual performance.

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.

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 architectural 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, and subject matter expertise for claims management.
- Provides emergency response teams in response to natural disasters or other emergencies affecting VA assets to assess, document damage and critical safety issues, and develop recommendations for corrective action.
- 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.

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.

- Provides support for 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.

- Establishes and maintains program review processes with CFM directors and oversees the administration of programs that assess organizational and program performance.

- Other tasks include 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 independent and objective audits, studies and assessments and related recommendations, with primary focus on the Major Construction and Major Lease Programs.

Activities

- Conducts independent reviews of the critical functions of CFM, using principles of performance auditing, to assess effectiveness and efficiency of programs, and compliance with Federal, VA and CFM level published requirements.

- Conducts various studies of internal controls, and organizational operations of CFM. Provides the policy infrastructure, technical writing and technical editing for policies and procedures of CFM.

Office of Design and Construction

Overview

The Office of Design and Construction is responsible for the execution of major construction for VA. It develops and facilitates effective, standard construction management and implementation strategies.

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 execution of regional construction management operations supporting VHA's major construction projects.

Construction and Facilities Management Regional Offices--Construction

Overview

Implements and provides technical assistance for the three Administrations' major construction projects in their respective regions.

Activities

- Oversees the following regional Offices of Design and Construction - National Region; Eastern Region; Central Region; and 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.

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 environmental 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 non-recurring 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.

Activities

- 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.

- Serves as VA's environmental subject matter experts.
- Evaluates and advises on program and project level environmental topics and regulatory implications impacting designs, construction, schedule and cost.
- Ensures VA-wide implementation of the National Environmental Policy Act (NEPA) and Federal Environmental Regulatory compliance for all CFM related projects.
- Oversees VA environmental mitigation actions.
- Promotes the initiation and development of Cultural Resource Management Geospatial Information System tools.
- Provides VA enterprise policy guidance, training and support for historic preservation.
- Establishes and maintains relationships with VA Administrations, facilities leadership, Government agencies and non-Government organizations involved in historic preservation.
- Serves as VA's subject matter experts for cultural resource management.

Authorities

54 U.S.C. § 300101 et seq. National Historic Preservation Act.
VA Directive and Handbook 7545. Cultural Resource Management.
VA NEPA Interim Guidance for Projects, PG 18-17.
National Environmental Policy Act, 40 C.F.R. parts 1500-1508.

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 man-made disasters for all VA facilities.

Activities

- Establishes best practice, best value design and construction standards for health care, 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.

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, logistical and operations support, human resource management, travel and training.

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, IT, equipment issuing and tracking.
- Serves as the Principal Advisor to the Executive Director of CFM regarding fiscal processes, IT resources and human resources related to real property and construction services.
- Coordinates annual construction and leasing program budget formulation 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, OIG and FOIA requests for information.
- Fulfills service requests as CFM's FOIA and Privacy Officers.

Financial Management Service

Overview

Financial Management Service oversees financial resources for administrative and capital operating needs for Congressional submissions, major construction operating plans; coordinates annual construction and leasing program estimates for VA's budget; and participates in presenting the construction and leasing budget to the Secretary, OMB and Congress.

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 plans.
- 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.

Activities

- Develops policy for the coordination of CFM's information management business needs.
- Integrates emerging systems with current processes and platforms.
- Coordinates hardware/software support for CFM's Central Office and field employees.
- Coordinates supplies and telecommunication needs, tracks Government-furnished equipment, and electronic records management/storage.
- Plans and coordinates software development and upgrades.

Human Resource and Training Service

Overview

Human Resource (HR) and Training Service coordinates human resources actions of all CFM employees with VA's Human Resource providers to facilitate HR service for CFM employees.

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 VA Human Resource providers regarding miscellaneous HR-related issues; resolves related problems or follows up ongoing or hard to resolve issues; and provides advice to managers and employees concerning major areas of HR policy and process.
- Oversees the professional training, development and credentialing 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.

Office of Facilities Acquisition

Overview

The Office of Facilities Acquisition provides acquisition support for VA's major construction program, that include; establishment of Interagency Agreements (IAAs), design, major construction, lease project management, design and construction standards, construction management, environmental and historic preservation services.

Activities

Serves as the Principal Advisor to the Executive Director, CFM on A/E, major construction and leasing support service contracting. Serves as the HCA, CFM.

- Awards and administers contracts and Interagency Agreements for design, construction, lease support and the furnishing of supplies and equipment for major construction projects.
- Initiates and establishes interagency agreements with other government agencies, e.g., U.S. Army Corp of Engineers (USACE), to fulfill the design and construction project requirements in excess of $100 million.
- Oversees the development of acquisition policy and guidance for the oversight and administration of CFM's major construction, design and ancillary services contracts.

Architectural and Engineering Construction Contracting Policy Service

Overview

The Architectural and Engineering (AE) Construction Contracting Policy Service is responsible for the oversight and development of CFM's acquisition policies and guidelines, to meet targeted award and completion dates. The Procurement Policy section coordinates and contributes to the direction of VA's acquisition policy, including implementation of Federal and VA acquisition regulations, policies and standards.

Activities

- Develops acquisition policy and guidelines and provides acquisition support to CFM's Regional Offices on a full range of contracting activities, including but not limited to: A/E evaluation and selection, contract negotiation and award activities covering all stages of the acquisition life cycle.
- Manages the internal controls and contract compliance program for the OFA HCA.
- Manages the OFA HCA warrant program and provides guidance on acquisition career management for CFM.
- Manages and provides oversight for CFM purchase card program.
- Compiles and tracks CFM's achievement of small and disadvantaged business contracting goals.
- Administers CFM's Federal Acquisition Certificate in Contracting (FAC) and Facilities Engineering in Contracting (FE-C) programs.
- Conducts contract technical and quality assurance reviews at various stages of the acquisition life cycle.

Acquisition Support, National, Eastern, Central and Western Regions

Overview

The Office of Facilities Acquisition provides acquisition support through CFM's four Regional Offices which consists of the National Region, Eastern Region, Central Region and Western Region. These four Regional Offices provide cradle to grave acquisition support for the CFM major program.

The National Region provides acquisition services primarily for the National Cemetery Administration projects located throughout the U.S. and its' territories. The Eastern Region primarily provides acquisition services for projects on the east coast and the U.S. Territory of Puerto Rico. The Central Region primarily provides acquisition services for projects in the Central Region of the U.S. The Western Region primarily provides acquisition services for projects in the Western Region of the U.S.

Activities

- Adheres to Federal, VA and CFM acquisition regulations, standard operating procedures and other guidelines to award and administer contracts. Contracting activities involve a wide array of contracts with construction, professional, support service and A/E firms. A/E services include services such as schematic design, design development, construction documents and construction period services.

- Develops the overall acquisition strategy to include milestones to meet the targeted contract award and completion dates.

- Conducts solicitation and contract award peer to peer reviews.

- Provides contract administration of contracts to ensure successful and timely contract completion.

- Collaborates with CFM program offices to ensure contract services are properly executed by contractors, invoices are properly submitted, certified and paid timely and contracts are closed out upon completion of the project in accordance with the contract terms and conditions.

Authorities

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.
38 U.S.C. Part I, Chapter 3, § 312A, Director of Construction and Facilities Management.
P.L. 108-136. Acquisition Reform Act of 2003 (SARA).
P.L. 114-92. National Defense Authorization Act (NDAA;).

Office of Real Property

Overview

Office of Real Property (ORP) supports VA by acquiring land for VHA and NCA and by leasing space; 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, including the analysis of real estate investment analysis. Office of Real Property also oversees and administers the Lease Certification Program and Lease Warrant Program for VA.

Activities

- Oversees administration of lease acquisition for medical, office and research facilities; and assists GSA in the execution of leases; and reviews GSA's lease documents for VBA leases.

- Oversees administration of land acquisition and management activities for all Administrations, including leasehold interests, land and building acquisitions, disposal and historic reuse of buildings, and/or land, demolitions; related land use agreement activities, licenses and permits, out-leasing; Communities Helping Invest through Property and Improvements Needed for

Veterans Act of 2016 (CHIP-IN); and management of other real property programs related to VA's capital assets.

- Provides policies and associated updates for real property initiatives, such as land use agreements, leasing guidance, CHIP-IN, Quarters Management, Randolph-Sheppard Act, Disposal Guidebook, McKinney-Vento Act, etc.

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. VA 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 (RPPP) works on policy for Office of Real Property (ORP). This division writes policy for all other divisions within ORP and applicable policy for VA activities. This section also manages special projects and initiatives within ORP, such as GSA lease management, VHA leases, land use agreements, etc.

Activities

- Develop policies such as Outlease and Revocable License.
- Manages the Lease Warrant Certification process.
- Develops tools to help expedite the leasing process.
- Assists VHA and other Administrations with major and Minor leasing needs.

Lease Execution Division

Overview

Lease Execution (LE) oversees administration of the procurement of VHA's major, and some minor, Leases supporting medical, office, research and warehouse requirements. For major leases, lease execution begins with conceptual design, due diligence for environmental and historical, proposal and site evaluations in collaboration with the respective VA Medical Center staff to determine the best lease solutions.

Activities

- Review and update business processes to reduce execution timelines.
- Partner with GSA and other entities to share best practices.
- Provide modern, well designed health care facilities that meet the need of our Veterans.

Lease Delivery Service

Overview

The Lease Delivery Service oversees administration of the execution of lease construction from award through acceptance for VHA's medical, office, warehouse and research major and some minor leases. This is accomplished through Lease Resident Engineers who work with developers, Architect/Engineers (A/E), who provides technical assistance, contract management services and other procurement activities. This team develops and facilitates effective, standard lease construction management and implementation strategies.

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) oversees administration of land acquisition and disposals for the Department, primarily for NCA and VHA. Support includes real estate alternative investment analysis, land acquisition and any associated outleases, fed-to-fed transfers, condemnations, CHIP-IN initiative, property disposals (both entire campuses and individual buildings), donations, and the Historic Reuse Program (HRP).

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.

- Provides guidance for and executes real estate alternatives investment analysis.

Land Management Division

Overview

Land Management Division (LMD) oversees administration of land management for the Department, primarily for NCA and VHA. Support includes granting easements; executing intra-agency land exchanges, permits, licenses, and out-leasing; and ordering surveys and title work. LMD solves land use issues such as taxes, easement vacations and deed corrections and releases. LMD also ensures compliance on all land transactions as required by the NEPA and NHPA.

Activities

- LMD manages the Real Property Project Tracking System (RPPTS) for land management initiatives.
- LMD executes NCA's outleases, including historic reuse for lodges at cemeteries.
- LMD executes grants needed for utilities and access for VA's properties.
- LMD executes permits to support approved capital initiatives for VHA and NCA.

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. VA 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.

Board of Veterans' Appeals

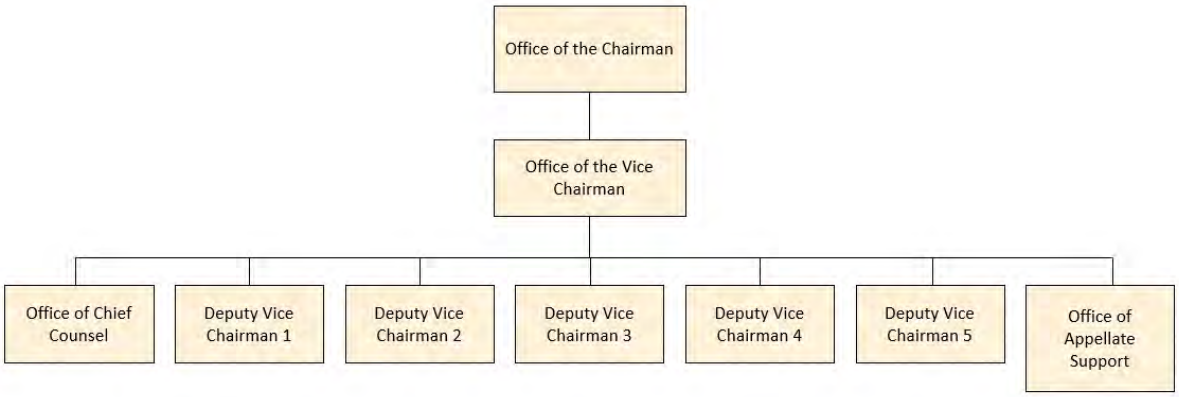

Figure 37 - Board of Veterans Appeals Organization Chart

Alternate representation of the BVA organization chart

Mission

The mission of the Board is to conduct hearings and render appeals decisions properly before the Board in a timely manner. 38 U.S.C. 7101(a).

Overview

The Board is the agency within the Department of Veterans Affairs (VA or Department) responsible for fully considering and appropriately resolving 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 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). The Board also has the authority to advance specific cases on the docket and to expedite court remands. 38 U.S.C. § 7107(b), (c); 7112.

Activities

- Resolves appeals which includes grants, denials and remands to the agency of original jurisdiction for further development required by law.

- Conducts hearings (Travel Board, Video Conference and Central Office hearings) and virtual tele-hearings.

Office of the Chairman

Overview

The Office of the Chairman consists of a Chairman who is supported by a Senior Advisor and who oversees Strategic Engagement, Customer Experience and Stakeholder Liaison efforts. The Chairman is appointed

by the President, by and with the advice and consent of the Senate, for a term of six years, and is directly responsible to the Secretary. The Chairman serves as the Chief Executive Officer of the Board. The Chairman is also a Member of the Board (Veterans Law Judge).

Activities

- Provides vision, direction and leadership to the Board.
- Directs outreach activities, to include collaboration with Veterans Service Organizations (VSO) and other stakeholder representatives.
- Provides leadership and advisory services that are critical to achieving overall program success to the Board'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.
- Oversees the overall operations of the Board.
- Assesses and manages certification of all VLJs.

Office of the Vice Chairman

Overview

The Office of the Vice Chairman consists of a Vice Chairman who is a designated by the Secretary and is both a member of the Senior Executive Service (SES) and a Member of the Board (Veterans Law Judge). The Office includes support from the Chief of Staff and Budget Office. The Vice Chairman is the Chief Operating Officer of the Board.

This Office oversees the Offices of five Deputy Vice Chairmen (DVC), the Office of the Chief Counsel, and the Office of Appellate Support.

Activities

- Manages the overall operations of the Board.
- Assesses and manages organizational resources to provide Veteran-facing services to include hearings and appellate decisions.
- Provides overall financial management for the Board.
- Manages the Board's annual budget.

Office of the Deputy Vice Chairman (1) – (5)

Overview

DVCs (1) through (5) are each responsible for approximately 25 VLJs, five Supervisory Senior Counsel, 200 attorneys and administrative staff. Each DVC is both an SES and a Member of the Board. VLJs are

appointed by the Secretary, with the approval of the President, based on a recommendation by the Chairman.

Each DVC team 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.

In addition, each DVC team provides appeals adjudication services and administrative support in the following areas:

- The Office of DVC (1): Decision Management
- The Office of DVC (2): Hearing Management
- The Office of DVC (3): Case Inventory and VLJ Support
- The Office of DVC (4): Case Review and Mail Management

The Office of DVC (5) oversees the Clerk of the Board, an office that consists of three VLJs (on a rotating basis) and a team of attorneys that oversee and provide legal guidance on appeals under the modernized system of appeals (the Appeals Modernization Act). DVC 5 will also oversee intake of appeals and administrative controls.

Each DVC reports directly to the Vice Chairman.

Activities

- Assists in carrying out the Board's initiatives, as part of the senior leadership team.
- 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.
- Issues 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.
- Reviews the record on appeal, researches the applicable law, and prepares comprehensive draft decisions/remand orders for review by a VLJ.
- Dispatches Board decisions.

Office of Chief Counsel

Overview

The Office of Chief Counsel consists of a Chief Counsel who is a member of the Senior Executive Service and who oversees the following offices: Litigation and Correspondence, Privacy & Freedom of Information

Act, and Quality Review. The Office of Chief Counsel provides legal advice and support to the Board and other VA business lines. The Chief Counsel reports directly to the Vice Chairman.

Activities

- Develops Board-wide guidance documents and procedures.
- Evaluates the legal quality of the Board's decisions.
- Tracks trends in quality, recommends legal training and provides legal advice and assistance on complex questions of Veterans law.
- Manages appeals returned to the Board from Federal courts and processes motions from Veterans and their representatives.
- Responds to inquiries and requests for assistance from Veterans, representatives, Members of Congress and the White House.
- Responds to records requests made pursuant to FOIA and the Privacy Act.

Office of Appellate Support

Overview

The Office of Appellate Support (formerly Resource Management and Planning) consists of four branches: Technology Infrastructure; Human Resource Liaisons; Knowledge Management; and Program Management and Logistics. The Office is overseen by the Executive Director, Senior Deputy Director and Deputy Director. The Executive Director reports directly to the Vice Chairman.

Activities

The Office of Appellate Support provides infrastructure support to ensure that the Board accomplishes its mission critical goals.

IT Support:

- Liaisons and monitors OIT development and sustainment around Appeals Modernization Technology.
- Provides IT equipment and establishes accounts for Board employees, VSOs and contractors.
- Maintains and enhances appeals processing technologies to maximize business functionality.
- Supports and develops the Board's SharePoint, internet and intranet sites.
- Provides project management and business sustainment support on a variety of technical projects as well as on data research, business analytics and report development across the Department with internal stakeholders**.**

Human Resource Liaison Support:

- Assists with all Human Resources (HR) processes and procedures in areas such as: employee relations, staffing and recruitment, benefits and leave, performance evaluation, employee

recognition, workforce and succession planning, classification and compensation, position management and workers' compensation.

- Advises on policy and program changes.
- Provides guidance on compliance for equal opportunity and for HR administrative processing and reporting.
- Tracks an array of personnel actions to support mission and compliance goals and for publication in reports issued by the Department, the Congress and other stakeholders.
- Coordinates personnel actions for all SES and GS-15 levels assigned to the Board**.**

Knowledge Management/Training Support:

- Designs, develops and delivers legal and administrative trainings.
- Coordinates a 3-month training for newly hired attorneys: introduces key legal concepts, demonstrates efficient document review and decision drafting and discusses legal resources.
- Provides Board-wide legal trainings on new areas of the law and decision-writing trends.
- Offers training to administrative professionals to improve work processes and develop new skills.
- Coordinates and supports employee engagement throughout the Board.
- Administers Talent Management System requirements, external training requests, continuing legal education requirements, bar licensure and new attorney onboarding.

Logistics Support:

- Manages space, to include maintaining space type, validating personnel positions and controlling seat assignments.
- Coordinates with property managers and VA Central Office to ensure high quality facility support.
- Oversees contract actions, manages supply and office stock, and leverages blanket purchase agreements and Government Purchase Cards.
- Manages PIV card issuance and renewal for new and current staff.
- Manages the Board's telework program: reviews and processes required documents, validates information and tracks telework employees to support best space management.

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.
P.L. 115-55. Veterans Appeals Improvement and Modernization

Office of General Counsel

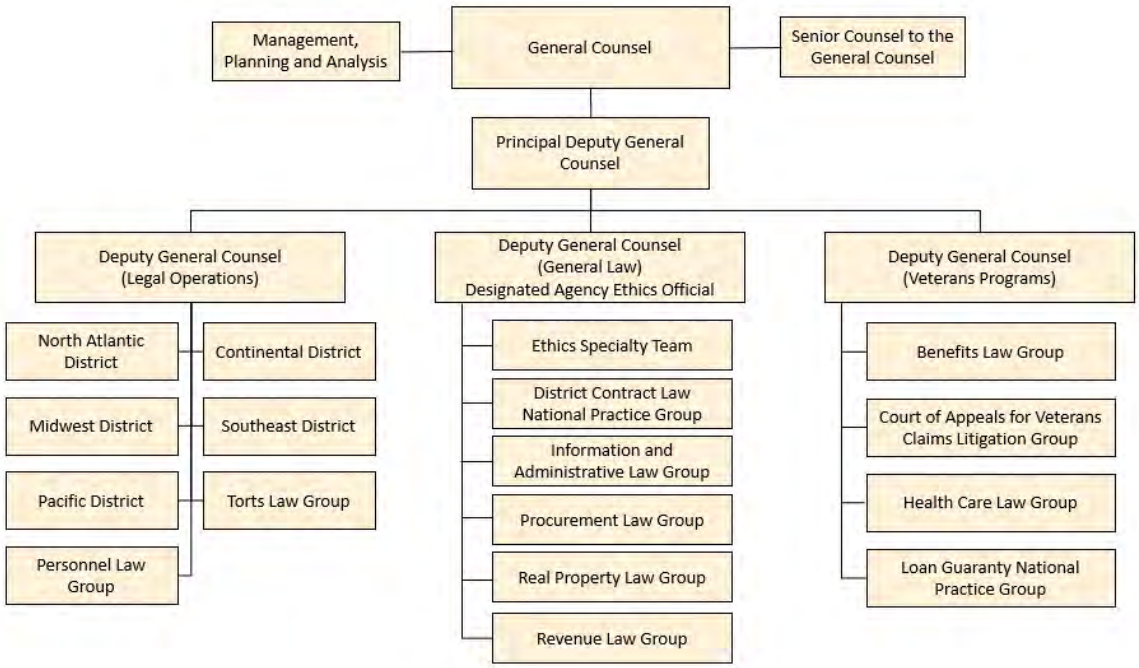

Figure 38 - Office of General Counsel

Click here for an Alternate Representation of the Organization Chart

Mission

The Office of General Counsel (OGC) 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.

Overview

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.

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, Deputy General Counsel for General Law, and Senior Counselor to the General Counsel 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.

- The Principal Deputy General Counsel (PDGC) serves as senior legal advisor to the General Counsel on any and 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.

- 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 Directive and Handbook 700. Administrative Investigations.
VA Directive 8002. Financial Disclosure Reports.
VA Handbook 8002. Financial Disclosure Reports.

Management, Planning and Analysis

Overview

OGC's internal administrative functions are led by the Director, Management, Planning and Analysis (MPA).

Activities

- Manages budget execution, human resources and logistics.

- Maintains 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 and workforce planning, client satisfaction surveys, performance measurement, reporting and informatics

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), the Ethics Specialty Team (EST) and the District Contract Law

National Practice Group, a virtual nationwide team. In addition, the Deputy General Counsel (General Law) serves as the Designated Agency Ethics Official (DAEO).

Activities

- The Information and Administrative Law Group provides advice regarding Information Disclosure, Electronically Stored Information (ESI) Disclosure, *Touhy* regulations, 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.

- 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.

- The Real Property Law Group serves as full-service in-house and litigation counsel for Real Property matters, Personal Property matters, Environmental Law, Energy and Utility Matters, Construction Matters and Architect-Engineer Matters.

- 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.

- The 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 District Contract Law 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.

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], ESI Disclosure, *Touhy* regulations, 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.

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 memorandums 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.

Activities

- Partners with VA offices to secure legally compliant contracts which strike the best bargain for Veterans.
- Serves as Counsel for the SECVA 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.

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.
- Serves as the lead attorney representing the Department in matters filed at the Civilian Board of Contract Appeals, and the Government Accountability Office.
- Provides direct litigation assistance and trial attorney support to 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.

District Contract Law National Practice Group

Overview

OGC's District Contract Law 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.

Activities

- As in-house counsel for Veterans Health Administration (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 SECVA 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.

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 Deputy General Counsel of General Law serves as VA's DAEO. Clients contact the EST directly for advice on ethics issues.

Activities

- Oversees VA's Financial Disclosure Program: Information on the types of financial disclosure reports (Public (Office of Government Ethics (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.

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.

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.

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.

Activities

- 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.
- The Torts Law Group provides advice and legal services regarding Torts, Personal Immunity and Department of Justice (DOJ) Representation.
- District Chief Counsels provide legal advice and assistance to Directors and other officials at all VA facilities within their jurisdiction.

Torts Law Group

Overview

The Torts Law Group provides advice and legal services regarding Torts, Personal Immunity and DOJ Representation.

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.

Personnel Law Group

Overview

The Personnel Law Group provides advice to VA management regarding human resources (Title 5 and 38), labor relations, EEO, Merit Systems Protection Board, Office of Special Counsel (whistleblower retaliation) and immigration matters.

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 SECVA 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 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.

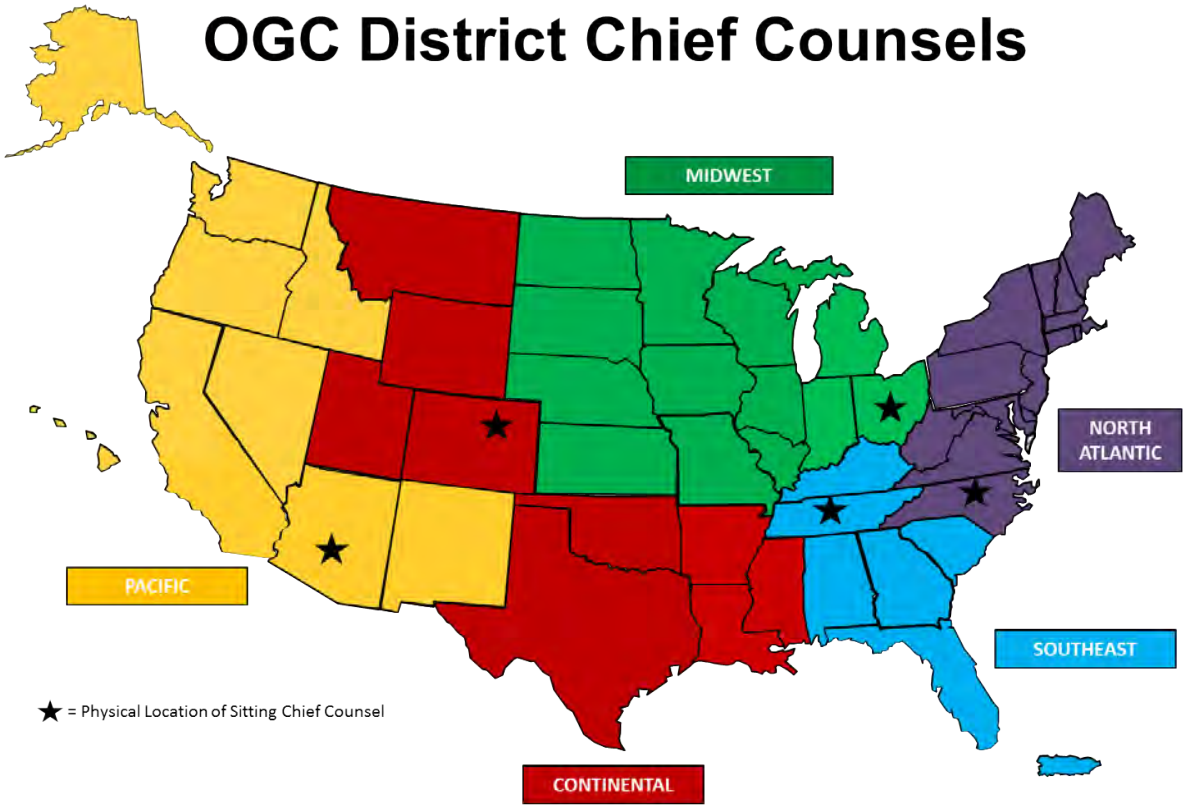

Figure 39 **- Map of States Within VA Districts**

Alternate representation of the Map

Continental District

Overview

The Continental District is led by a Senior Executive Chief Counsel. The Chief Counsel is responsible for providing legal advice and assistance to Directors and other officials at all VA facilities within its jurisdiction.

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.

Midwest District

Overview

The Midwest District is led by a Senior Executive Chief Counsel. The Chief Counsel is responsible for providing legal advice and assistance to Directors and other officials at all VA facilities within its jurisdiction.

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.

North Atlantic District

Overview

The North Atlantic District is led by a Senior Executive Chief Counsel. The Chief Counsel is responsible for providing legal advice and assistance to Directors and other officials at all VA facilities within its jurisdiction.

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.

Pacific District

Overview

The Pacific District is led by a Senior Executive Chief Counsel. The Chief Counsel is responsible for providing legal advice and assistance to Directors and other officials at all VA facilities within its jurisdiction.

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.

Southeast District

Overview

The Southeast District is led by a Senior Executive Chief Counsel. The Chief Counsel is responsible for providing legal advice and assistance to Directors and other officials at all VA facilities within its jurisdiction.

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.

Veterans Programs

Overview

The Deputy General Counsel (Veterans Programs) leads the Law Groups that advise and support VHA, Veterans Benefits Administration (VBA) and National Cemetery Administration (NCA). 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.

Activities

- The Benefits Law Group provides legal advice regarding benefits administered by VBA and 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.

- 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).

- The Health Care Law Group provides advice to VHA regarding health care administration and operations, including eligibility for care, homeless programs, Veterans Canteen Service, patents, medical research and non-profit research corporations.

- 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.

Benefits Law Group

Overview

The Benefits Law Group provides legal advice regarding benefits administered by VBA and 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.

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.

Health Care Law Group

Overview

The Health Care Law Group provides advice to the VHA regarding health care administration and operations, including eligibility for care, homeless programs, Veterans Canteen Service, patents, medical research and non-profit research corporations.

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.

- Through their Specialty Team Advising Research (STAR), 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.

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 CAVC.

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 SECVA's goals and priorities and advises on ways to reduce litigation risks.

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.

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 Service members.

- 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 SECVA or to recover possession of property acquired under the home loan programs.

- Helps ensure the SECVA 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 the Inspector General

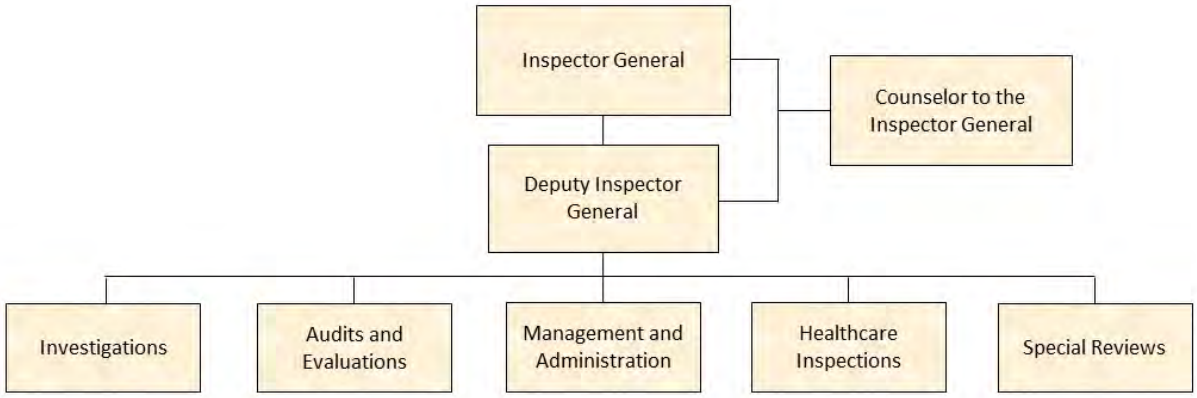

Figure 40 - Office of the Inspector General (OIG) Organization Chart

Alternate representation of the OIG Organization Chart

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 1000 onboard employees, is headquartered in Washington, D.C. and has more than 40 field offices located throughout the country. The OIG is organized into the following offices:

- Audits and Evaluations
- Contract Review
- Counselor to the Inspector General
- Healthcare Inspections
- Immediate Office of the Inspector General
- Investigations

- Management and Administration
- Special Reviews

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 the Secretary of Veterans Affairs (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 - Inspector General.
VA Directive 0701. Office of Inspector General Hotline Complaint Referrals.

Veterans Experience Office

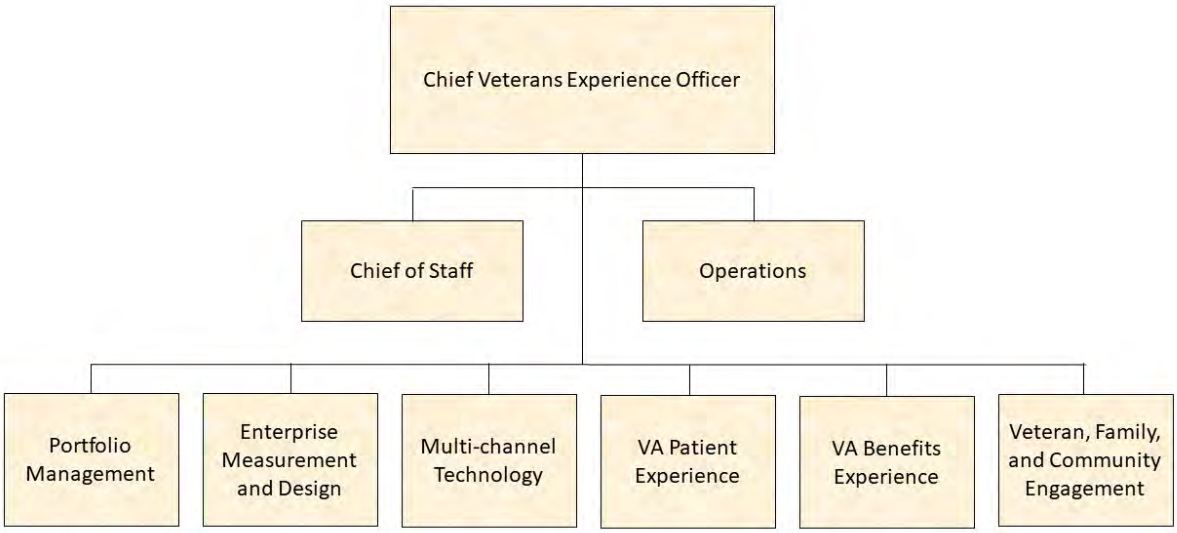

Figure 41 - Veterans Experience Office

Alternate representation of the Veterans Experience Office organization chart

Office of the Chief Veterans Experience Officer

Mission

Veterans Experience Office (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. In this capacity, the Deputy Chief directs VEO policy and operations, provides broad direction and ensures coordinated action and conformance with the VEO mission.

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 health care 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.

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 health care 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. Management, Planning and Analysis (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.

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.

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:

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.

- HCD**:** 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 HCD research to identify and map the key moments that matter to them.

- Utilize HCD 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.

- 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 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.

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.

Activities

- Apply HCD 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.

Activities

- Evaluate customer experience around the moments that matter depicted in the VA Veterans Journey Map and other journey maps.

- Conduct HCD research to capture the "Voice of Veteran" and synthesize gathered insights into actionable information and recommendations to assist senior VA leadership in making strategic decisions centered on the best interest of our Veterans, their families, caregivers and survivors.

- Develop and implement tangible tools, including training, leadership practices and other products such as the VA Welcome Kit and Quick Start Guides, to assist employees in delivering 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.

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.

Appendix A: Table of Abbreviations

Abbreviation	Definition
AA	Advanced Analytics
ABIM	American Board of Internal Medicine
ABR	Annual Benefits Report
ACE	Acute Care for Elder
ACLS	Advanced Cardiac Life Support
ACM	Acquisition Career Manager
ACOE	Agile Center of Excellence
ADAS	Associate Deputy Assistant Secretary
ADEA	Age Discrimination in Employment Act
ADR	Alternative Dispute Resolution
ADSM	Active duty Service members
AE	Affirmative Employment
AEC	Acquisition Executive Council
AES	All Employee Survey
AFR	Agency Financial Report
AHCMS	Acquisition Human Capital Management Services
AI	Architecture Integration
AIPG	Annual Integrated Planning Guide
AIS	Acquisition Internship School
ALAC	Administrative and Loan Accounting Center
AMA	Veterans Appeals Improvement and Modernization Act of 2017 (OIT)
AMO	Account Management Office (OIT)
AMO	Appeals Management Office (VBA)
AMSUS	Association of Military Surgeons of the United States
APA	Administrative Procedure Act
APG	Agency Priority Goals
APMF	Acquisition Program Management Framework
APP	Annual Performance Plan
APP&R	Annual Performance Plan & Report
APRN	Advanced Practice Registered Nurses
ARCC	Audit, Risk and Compliance Committee
ARM	Acquisition Review Module
AS	Analytics Service
ATO	Authority to Operate
AUSH	Assistant Under Secretaries for Health
BA	Budget authority
BASIC	Bio-Surveillance Anti-Microbial Stewardship and Infection Control
BEC	Benefits Executive Committee
BHIP	Behavioral Health Interdisciplinary Program
BI	Business Intelligence
BIC	Business Integrity and Compliance
BIM	Building information modeling
BLS	Basic Life Support
BOA	Business Operations and Administration

BOP	Budget Operating Plans
BOSS	Business Operations Support System
BPR	Business Process Re-engineering
BTD	Business Transformation Division
BTRS	Business Transformation and Requirements Service
BTT	Budget Tracking Tool
BVA	Board of Veterans' Appeals
BX	Benefits Experience Directorate (VEO)
C&P	Compensation and Pension
CAA	Clean Air Act
CAATS	Centralized Administrative Accounting Transaction System
CAI	Center for Acquisition Innovation
CAMS	Capital Asset Management Service
CAN	Care Assessment Needs
CAO	Chief Acquisition Officer
CAPPSS	Capital Asset Policy, Planning and Strategy Service
CAPRES	Capital Resource Survey
CARA	Comprehensive Addiction and Recovery Act
CARES	Coronavirus Aid, Relief and Economic Security
CARF	Commission on Accreditation of Rehabilitation Facilities
CART	Clinical Assessment, Reporting and Tracking
CAVC	Court of Appeals for Veterans Claims
CAVCLG	Court of Appeals for Veterans Claims Litigation Group
CBA	Collective bargaining agreements
CBI	Compliance and Business Integrity
CBO	Congressional Budget Office
CBOC	Community Based Outpatient Clinics
CCS	Compensation and Classification Service
CDIS	Cemetery Development and Improvement Service
CELO	Chief Education Liaison Officers
CEMP	Comprehensive Emergency Management Program
CEOC	Comprehensive Environment of Care
CEOSH	Center for Engineering and Occupational Safety and Health
CFM	Comprehensive Flow Management
CFO	Chief Financial Officer
CFOI	Center for Faith and Opportunity Initiative
CHAMPVA	Civilian Health and Medical Program of the Department of Veterans Affairs
CHCM	Chief of Human Capital Management
CI	Compliance Inquiry
CICA	Competition in Contracting Act
CIO	Chief Information Officer
CIRTS	Compliance Inquiry Reporting and Tracking System
CLC	Community Living Centers
CLFMP	Camp Lejeune Family Member Program
CLP	Continuous learning points
CM&SWS	Care Management and Social Work Services
CMO	Chief Medical Officer
CMOP	Consolidated Mail Outpatient Pharmacy

CMR	Congressionally Mandated Reports
CMS	Centers for Medicaid Services
CMT	Care Management Teams
CNH	Community Nursing Home
CNM	Clinical Network Management
CNO	Chief Nursing Officer
CNS	Clinical Nurse Specialists
COD	Compliance and Oversight Directorate
CoE	Centers of Excellence
COMSEC	Communications Security
COOP	Continuity of Operations
COPS	Capital Operation and Program Service
COR	Contracting Officer's Representative
COS	Chief of Staff
COSVA	Chief of Staff of Veterans Affairs
CPAC	Consolidated Patient Account Center
CPI	Continuous process improvement
CPMP	Clozapine Patient Management Protocol
CPPO	Clinical Pharmacy Practice Office
CR	Civil Rights
CRH	Clinical Resource Hubs
CRRC	Community Resource and Referral Centers
CS	Clinical Services
CSAS	Commodities and Services Acquisition Service
CSDE	Clinical Systems Development and Evaluation
CSEMO	Corporate Senior Executive Management Office
CSI	Clinical Specific Initiatives
CSIP	Cybersecurity Strategy and Implementation Plan
CSO	Chief Strategy Officer
CSPI	Cybersecurity Program Integration
CSRT	Client Services Response Team
CTI	Care and Transformational Initiatives
CTO	Chief Technology Officer
CUI	Controlled Unclassified Information
CVEB	Community Veteran Engagement Boards
CWV	Center for Women Veterans
CWVV	Children of Women Vietnam Veterans
CX	Customer Experience (VEO)
CXO	Chief Experience Officer
D&I	Diversity and Inclusion
DAB	Disciplinary Appeals Board
DAEO	Designated Agency Ethics Official
DAS	Deputy Assistant Secretary
DASHO	Designated Agency Safety and Health Official
DATA	The Digital Accountability and Transparency Act of 2014
DBC	Disruptive Behavior Committee
DEAN	Discovery Education & Affiliate Networks
DEAN	Discovery Education and Affiliate Networks

DEU	Delegated Examining Unit
DFAR	Defense Federal Acquisition Regulations
DFWP	Drug Free Workplace Program
DGA	Data Governance and Analytics
DGC	Data Governance Council
DGD	Data Governance and Dissemination
DGI	Data Governance and Implementation
DHA	Defense Health Agency
DIC	Dependency and indemnity compensation
DIVAC	Diversity and Inclusion in VA Council
DLC	Denver Logistics Center
DMA	Disability and Medical Assessment
DMC	Debt Management Center
DME	Digital Media Engagement
DoD	Department of Defense
DoE	Diffusion of Excellence
DOJ	Department of Justice
DR	Data Request
DROC	Decision review operations centers
DSS	Decision Support System
DUSFPCO	Deputy Under Secretary for Field Programs and Cemetery Operations
DUSH	Deputy Under Secretary for Health
DVC	Deputy Vice Chairmen
DW	Data Warehouse
E.O.	Executive Order
EA	Enterprise Architecture
EAAS	Employee alerting and accountability systems
EAJA	Equal Access to Justice Act
EBP	Evidence-Based Practice
EBPWG	Evidence-Based Practice Working Group
ECF	Executive Career Field
ECP	External Civil Rights Complaints Program
EDCO	Executive Director of Cemetery Operations
EDFP	Executive Director of Field Programs
EDI	Electronic Data Interchange
EDM	Executive Decision Memorandums
EDRP	Education Debt Reduction Program
EDW	Enterprise Data Warehouse
EEO	Equal Employment Opportunity
EES	Employee Education System
EFT	Electronic funds transfers
EGM	Enterprise Government Management
EHCPM	Enrollee Health Care Projection Model
EHR	Electronic health record
EHRM	Electronic Health Record Modernization
EHWB	Employee Health and Well-Being
EIL	Equipment Inventory Listing
EIM	Enterprise Information Management

EISP	Employee Incentive Scholarship Program
EIT	Electronic and Information Technology
EMD	Enterprise Measurement and Design
EMF	Executive Management Fellowship
EMPS	Energy Management Program Service
EO	Executive Order
EOB	Emblems of Belief
EOH	Employee Occupational Health
EPA	Environmental Protection Agency
EPIO	Enterprise Program Integration Office
EPR	Employee Performance Report
EPRP	External Peer Review Program
EPSS	Electronic Performance Support System
ER	Employee relations
ERB	Executive Resources Board
ERG	Emergency Relocation Group
ERM	Enterprise Risk Management
ERPMS	Employee Relations and Performance Management Service
ERR	Enterprise Risk Registry
ESA	Essential Supporting Activities
ESF	Emergency Support Functions
ESI	Electronically Stored Information
EST	Ethics Specialty Team
EUL	Enhanced-Use Lease
F.R.	Federal Register
FAC	Federal Acquisition Certification
FACA	Federal Advisory Committee Act
FAI	Federal Acquisition Institute
FAIR	Federal Activities Inventory Reform
FAITAS	Federal Acquisition Institute Training Application System
FAQ	Frequently asked questions
FAR	Federal Acquisition Regulation
FBCO	Faith-based and community organizations
FBWT	Fund Balance with Treasury
FEHRM	Federal Electronic Health Record Modernization
FHTP	Federal Healthcare Training Partnership
FISMA	Federal Information Security Management Act
FITARA	Federal IT Acquisition Reform Act
FITARA	Federal Information Technology Acquisition Reform Act
FIX	Flow Improvement X-Cellence
FM	Financial Management
FMBT	Financial Management Business Transformation
FMBTS	Financial Management Business Transformation Service
FMP	Foreign Medical Program
FMS	Financial Management System
FMSS	Financial Management Service System
FOIA	Freedom of Information Act
FOM	Functional Organization Manual

FPMR	Federal Property Management Regulations
FR	Federal Register
FRC	Federal Recovery Consultants
FRCO	Federal Recovery Consultant Office
FRCP	Federal Recovery Coordination Program
FROS	Financial Risk Oversight Service
FRPC	Federal Real Property Council
FSC	Financial Services Center
FSGLI	Family Servicemembers' Group Life Insurance
FSPRM	Foresight, Strategic Planning and Risk Management
FSS	Federal Supply Schedule
FSSP	Federal Shared Services Provider
FSSS	Federal Supply Schedule Service
FTR	Federal Travel Regulations
FWA	Fraud Waste and Abuse
GAGAS	Generally Accepted Government Auditing Standards
GAO	Government Accountability Office
GDR	Ground Defense and Recovery
GDX	Geographic Distribution of VA Expenditures
GEC	Geriatrics and Extended Care
GEMS	Green Environmental Management System
GETA	Government Employees Training Act
GETS	Government Emergency Telecommunications Service
GI	General Issue
GINA	Genetic Information Nondiscrimination Act
GIS	Geographic Information System
GOAL	GAO-OIG Accountability Liaison
GOE	General Operating Expense
GPD	Grant and Per Diem
GPEA	Government Paperwork Elimination Act
GPO	Government Printing Office
GPRA	Government Performance and Results Act
GRECC	Geriatric Research, Education and Clinical Centers
GSA	General Services Administration
GSAR	General Services Administration Regulations
GSL	Government Sanctions Lists
H.R.	House Resolution
HA	Health Affairs
HBPC	Home based Primary Care
HCA	Heads of Contracting Activities
HCC	Health Care Centers
HCD	Human-Centered Design
HCHV	Health Care for Homeless Veterans
HCM	Human Capital Management
HCSC	Human Capital Services Center
HEC	Health Executive Committee
HEFP	Healthcare Environmental & Facilities Programs
HEFP	Healthcare Environmental and Facilities Programs

HHS	Health and Human Services
HIG	Health Information Governance
HIPAA	Health Insurance Portability and Accountability Act
HISA	Home Improvement and Structural Alterations
HIT	Health Information Technology
HITECH	Health Information Technology for Economic and Clinical Health
HLTI	Healthcare Leadership Talent Institute
HPE	Health Professions Education
HPI	Human Performance Improvement
HPP	Harassment Prevention Program
HPSP	Health Professional Scholarship Program
HR	Human resource
HRA	Human Resources and Administration
HRC	Human Resources Center
HRIS	Human Resources Information Service
HRIT	Human Resources Information Technology
HRL	Human Resources Liaison
HRO	High Reliability Organization
HRP	Historic Reuse Program
HRSC	High Reliability Systems and Consultation
HSIPC	Health Systems Innovation Planning and Coordination
HTM	Healthcare Technology Management
HTME	High-Technical Medical Equipment
HUB	Historically Underutilized Business
HVCES	Homeless Veteran Community Employment Services
IAA	Interagency Agreements
IC	Innovation Community
ICAM	Identity, Credential and Access Management
ICF	International Coaching Federation
ICS	Interagency Collaboration Service
ICSC	Internal Controls Support Center
ICT	Intermediate Care Technician
IDA	Informatics and Data Analytics
IDES	Integrated Disability Evaluation System
IE	Innovation Ecosystem
IEDS	Investment and Enterprise Development Service
IG	Inspector General
IGA	Intergovernmental Affairs
IHCC	Integrative Health Coordinating Center
IL	Independent Living
IOC	Integrated Operations Center
IP	Intellectual Property
IPERA	Improper Payments Elimination and Recovery Act
IPERIA	Improper Payments Elimination and Recovery Improvement Act
IPRO	Improper Payments Remediation and Oversight
IPV	Intimate Partner Violence
IQA	Information Quality Act
IRIS	Inquiry Routing and Information System

ISA	Information Sharing Agreement
ISD	Instructional Systems Design
ISM	Information Systems Management
ISO	Information Security Operations
ISPS	Information Security Policy and Strategy
IT	Information Technology
ITC	Information Technology Center
ITIO	IT Infrastructure Operations
ITPI	Information Technology Program Integration
ITRM	Information and Technology Resource Management
ITSM	IT Service Management
JEC	Joint Executive Committee
JIF	Joint Incentive Fund
JSP	Joint Strategic Plan
KMP	Knowledge Management Portal
LA	Lifetime Analytics
LAPP	Lender Appraisal Processing Program
LASU	Land Acquisition and Strategic Utilization
LC	Lead Coordinator
LC	Lead Coordinators
LCM	Legacy Content Manager
LE	Lease Execution
LETC	Law Enforcement Training Center
LGY	Loan Guaranty Service
LITA	Lightweight Independent Technical Assessments
LMD	Land Management Division
LMR	Labor Management Relations
LOT	Learning Organization Transformation
LSS	Logistics Support Service
LST	Life-Sustaining Treatment
LTSS	Long-Term Services and Supports
MAO	Medical Advisory Opinions
MbM	Meds by Mail
MCA	Managerial Cost Accounting
MCAO	Managerial Cost Accounting Office
MCCF	Medical Care Collection Fund
MEF	Mission Essential Functions
MHS	Military Health System
MHS	Military Health Systems
MIRECC	Mental Illness Research, Education and Clinical Centers
MISSION	Maintaining Internal Systems and Strengthening Integrated Outside Networks
MMS	Manpower Management Service
MOA	Memorandum of Agreement
MOC	Maintenance of Certification
MOCHA	Medication Order Check Healthcare Application
MP&A	Management, Planning and Analysis
MPA	Management, Planning and Analysis
MPS	Memorial Products Service

MSC	Military Service Coordinators
MSN	Memorial Service Networks
MSO	Medical Sharing Office
MST	Military Sexual Trauma
MVC	Mobile Vet Centers
MVPC	Minority Veterans Program Coordinators
NAC	National Acquisition Center
NADL	Native American Direct Loan
NARA	National Archives and Records Administration
NASDVA	National Association of State Directors of Veterans Affairs
NASEM	National Academy of Science, Engineering and Medicine
NCA	National Cemetery Administration
NCACO	NCA Central Office
NCC	National Contact Centers
NCCHI	National Center for Collaborative Healthcare Innovation
NCEHC	National Center for Ethics in Health Care
NCHAV	National Center on Homelessness Among Veterans
NCOD	National Center for Organization Development
NCP	National Center for Health Promotion and Disease Prevention
NCPS	National Center for Patient Safety
NCR	National Capital Region
NCS	National Contract Service
NCSO	National Cemetery Scheduling Office
NCVAS	National Center for Veterans Analysis and Statistics
NDAA	National Defense Authorization Act
NDIP	National Diversity Internship Program
NEMA	National Equipment Manufacturers Association
NEPA	National Environmental Policy Act
NFPA	National Fire Protection Association
NFS	Nutrition and Food Services
NFTS	National Finance Training Strategy
NGDS	Next Generation Delivery Service
NGO	Non-governmental organizations
NHSN	National Healthcare Safety Network
NIRC	National Inquiry Routing and Information System Response Center
NIST	National Institute of Standards and Technology
NLC	National Leadership Council
NNEI	National Nursing Education Initiative
NNU	National Nurses United
NP	Nurse Practitioners
NPG	National Practice Groups
NRF	National Response Framework
NRM	Non-Recurring Maintenance
NSLI	National Service Life Insurance
NUMI	National Utilization Management Integration
NVAHC	National VA History Center
NVO	National Veterans Outreach Office
NVSPSE	National Veterans Sports Programs and Special Events

NWQ	National Work Queue
O&E	Outreach and Stakeholder Engagement
O&IT	Office of Information and Technology
O&P	Orthotic and Prosthetic
O&P	Orthotics and Prosthetics
OA	Office of Administration
OAA	Offices of Academic Affiliations
OAEM	Office of Asset Enterprise Management
OAI	Organizational Assessment and Improvement
OAL	Office of Acquisition and Logistics
OALC	Office of Acquisition, Logistics and Construction
OAWP	Office of Accountability and Whistleblower Protection
OB	Office of Budget
OBO	Office of Business Oversight
OBPI	Office of Business Process Integration
OC	Office of Communications
OCAMES	Office of Capital Asset Management and Engineering Support
OCC	Office of Community Care
OCFM	Office of Construction and Facilities Management
OCHCO	Office of the Chief Human Capital Officer
OCLA	Office of Congressional and Legislative Affairs
OCS	Operational Contract Support
OCSO	Office of the Chief Security Officer
ODI	Office of Diversity and Inclusion
ODNI	Office of the Director of National Intelligence
OEI	Office of Enterprise Integration
OEM	Office of Emergency Management
OEMR	Office of Emergency Management and Resilience
OER	Office of Executive Review
OF	Office of Finance
OFA	Office of Financial Audit
OFM	Office of Financial Management
OFO	Office of Field Operations
OFP	Office of Financial Policy
OFPP	Office of Federal Procurement Policy
OFR	Office of Financial Reporting
OGA	Other Government agencies
OGC	Office of General Counsel
OGC	Office of Governance Council (VHA)
OGE	Office of Government Ethics
OHA	Office of VA/DoD Health Affairs
OHE	Office of Health Equity
OHI	Officer for Health Informatics
OHT	Office of Healthcare Transformation
OIT	Office of Information Technology
OIC	Office of Integrity and Compliance
OICAM	Office of Identity, Credential and Access Management
OIG	Office of Inspector General

OIG	Office of the Inspector General
OIS	Office of Information Security
OIT	Office of Information and Technology
OLSCM	Office of Logistics Policy and Supply Chain Management
OM	Office of Management
OMB	Office of Management and Budget
OMHSP	Office of Mental Health and Suicide Prevention
OMI	Office of the Medical Inspector
OMLA	Office of Medical-Legal Affairs
OMR	Office of Media Relations
OND	Operation New Dawn
ONS	Office of Nursing Services
ONSS	Operations and National Security Services
OPA	Office of Patient Advocacy
OPAL	Office of Procurement, Acquisition and Logistics
OPC	Outpatient Clinics
OPCC&CT	Office of Patient-Centered Care and Cultural Transformation
OPIA	Office of Public Affairs and Intergovernmental Affairs
OPIC	Office of Policy and Interagency Collaboration
OPM	Office of Personnel Management
ORAA	Office of Regulatory and Administrative Affairs
ORD	Office of Research and Development
ORF	Office of Revolving Funds
ORM	Office of Risk Management
ORMDI	Office of Resolution Management, Diversity and Inclusion
ORMDI	Office of Resolution Management Diversity and Inclusion
ORP	Office of Real Property
ORPM	Office of Regulatory Policy and Management
OS	Operations Support
OSC	Office of Special Counsel
OSDBU	Office of Small and Disadvantaged Business Utilization
OSH	Occupational Safety and Health
OSHA	Occupational Safety and Health Administration
OSIC	Office of Strategic Initiatives and Collaboration
OSLE	Office of Security and Law Enforcement
OSP	Operations, Security and Preparedness
OSS	Office of Strategic Sourcing
OSVA	Office of the Secretary of Veterans Affairs
OTGR	Office of Tribal Government Relations
OVAC	Office of Veterans Access to Care
OWR	Office of Workforce Relations
P&F	Pension and Fiduciary
P&LO	Procurement and Logistics Office
P&P	Policy and Planning
P.L.	Public Law
PA	Privacy Act
PA&I	Performance Analysis and Integrity
PACS	Physical Access Control Systems

PACT	Patient Aligned Care Team
PAE	Programming, Analysis and Evaluation
PAL	Process Asset Library
PBM	Pharmacy Benefits Management
PCAS	Patient Care Assessment Systems
PCMHI	Primary Care-Mental Health Integration
PCR	Public contact representatives
PCS	Patient Care Services
PCT	Public Contact Teams
PDAS	Principal Deputy Assistant Secretary
PDGC	Principal Deputy General Counsel
PDHS	Post Deployment Health Service
PDIC	Post Deployment Integrated Care
PDUSB	Principal Deputy Under Secretary for Benefits
PDUSMA	Principal Deputy Under Secretary for Memorial Affairs
PE	Product Effectiveness
PED	Principal Executive Director
PETE	Planning, Exercises, Training and Evaluation
PHI	Protected Health Information
PI&ICS	Program Integrity and Internal Controls
PI&R	Performance Improvement and Reporting
PII	Personally Identifiable Information
PIIA	Payment Integrity Information Act
PIO	Program Integrity Office
PIT	Point-in-Time
PIV	Personal Identity Verification
PMA	President's Management Agenda
PMAS	Policy Management and Analysis Service
PMC	Pension Management Centers
PMD	Portfolio Management Directorate
PMDB	Prevention and Management of Disruptive Behavior
PMEF	Primary Mission Essential Function
PMF	Presidential Management Fellows
PMIAA	Program Management Improvement Accountability Act
PMO	Program Management Office
POE	Post occupancy evaluations
PPACA	Patient Protection and Affordable Care Act
PPBE	Planning, Programming, Budgeting and Execution
PPI	Projects, Programs and Investments
PPM	Planning and Performance Management
PPMS	Provider profile management system
PRA	Paperwork Reduction Act
PRB	Performance Review Board
PRE	Pharmacy Re-engineering
PREVENTS	President's Roadmap to Empower Veterans and End the National Tragedy of Suicide
PRF	Patient Record Flagging
PRPO	Pharmacy Residency Program Office
PRS	Provider Relations and Services

PS	Privacy Services
PSA	Public service announcements
PSC	Polytrauma System of Care
PSCM	Personnel Security and Credential Management
PSLF	Public Service Loan Forgiveness
PTSD	Posttraumatic stress disorder
PVA	Paralyzed Veterans of America
PVTS	Privacy Verification Tracking System
PX	Patient Experience Directorate (VEO)
Q&A	Questions and Answers
QCD	Quality Consultation Division
QFR	Questions for the record
QPR	Quality, Performance and Risk
QPS	Quality & Patient Safety
QPS	Quality and Patient Safety
QRB	Qualifications Review Board
QSD	Quality Systems Division
QUERI	Quality Enhancement Research Initiative
RA	Reimbursable authority
RAPID	Reporting, Analytics, Performance, Improvement and Deployment
RATS	Recertification Accounting and Tracking System
RCS	Readjustment Counseling Services
RFI	Requests for information
RFL	Revolving Fund Loan
RI	Reports and Information
RiTMS	Risk Identification, Triage, Mitigation and Sustainment
RM	Records Management
RMC	Records Management Center
RO	Regional offices
ROI	Return on investment
RPPP	Real Property Policy and Plans
RPPTS	Real Property Project Tracking System
RTF	Reduce the Footprint
RTLS	Real Time Location System
SA	Statistics and Analytics
SAA	State Approving Agencies
SAC	Strategic Acquisition Center
SAH	Specially Adapted Housing
SAPO	State-Authorized Portable Orders
SAPP	Servicer Appraisal Processing Program
SAS	A statistical software program
SBA	Small Business Administration
SBHP	Spina Bifida Health Care Program
SCI	Sensitive Compartmented Information
SCIP	Strategic Capital Investment of Planning
SCS	Specialty Care Services
SDM	Shared Decision Making
SDVCGP	Service Director of the Veterans Cemetery Grants Program

SDVOSB	Service-Disabled Veteran-Owned Small Businesses
SEA	Strategic Environmental Assessments
SECVA	Secretary of Veterans Affairs
SEM	Systems Engineering Management
SES	Senior Executive Service
SGLI	Servicemembers' Group Life Insurance
SHA	Separation Health Assessments
SHEP	Survey of Health Experiences of Patients
SHPD	State Home Per Diem
SID	Systems Integration Division
SIM	Strategic Investment Management
SimLEARN	Simulation Learning Education and Research Network
SL	Senior level
SLGA	State and Local Government Affairs
SLRP	Student Loan Repayment Program
SME	Subject Matter Experts
SMI	Serious mental illness
SMS	Safety Management System
SPE	Senior Procurement Executive
SPHM	Safe Patient Handling and Mobility
SPS	National Program Office for Sterile Processing
SSN	Social Security Number
SSVF	Supportive Services for Veteran Families
STAR	Systematic Technical Accuracy Review
STOCK	Stop Trading on Congressional Knowledge (STOCK) Act
SUD	Substance use disorders
SVH	State Veterans Homes
TAC	Technology Acquisition Center
TAP	Transition Assistance Program
TBI	Traumatic Brain Injury
TBM	Technology Business Model
TDA	Transfers of Disbursing Authority
TDY	Temporary Duty
TED	Transition and Economic Development
TEFC	Toxic Embedded Fragments/Depleted Uranium Center
TIC	Trusted Internet Connections
TIL	Technical Information Library
TJC	The Joint Commission
TMS	Talent Management System
TNC	Travel Nurse Corps
TOD	Test of design
TOE	Test of effectiveness
TPSS	Training Performance Support Systems
TRAIN	Training Finder Real-time Affiliated Integrated Network
TRICARE	Health program for uniformed Service members
TSGLI	Servicemembers' Group Life Insurance Traumatic Injury Protection Program
TTP	Transition to Practice Program
U.S.C.	United States Code

UM	Utilization Management
USACE	U.S. Army Corp of Engineers
USB	Under Secretary for Benefits
USDA	U.S. Department of Agriculture
USERA	Uniformed Services Employment and Reemployment Act
USGLI	United States Government Life Insurance
USH	Under Secretary for Health
USMA	Under Secretary for Memorial Affairs
USMC	United States Marine Corps
USPS	United States Postal Service
USSC	United States Sentencing Commission
USVETS	U.S. Veterans Eligibility Trends and Statistics
VA	Veterans Affairs
VAAA	VA Acquisition Academy
VAAC	VA Acquisition Corps
VAAOB	VA Advertising Oversight Board
VAAR	VA's Acquisition Regulations
VACO	VA comprises a Central Office
VACOP	Office of VA Chief of Police
VAHO	VA History Office
VAIL	VA Interoperability Leadership
VAIOC	VA Integrated Operations Center
VALOR	VA Logistics Redesign
VAMC	VA Medical Centers
VASH	Veterans Affairs Supportive Housing
VASI	VA Systems Inventory
VASRD	VA Schedule for Rating Disabilities
VATAS	VA Time and Attendance System
VBA	Veterans Benefits Administration
VBAFC	VBA Finance Center
VBMS	Veterans Benefits Management System
VCGP	Veterans Cemetery Grant Program
VCL	Veterans Crisis Line
VCS	Veterans Canteen Service
VEO	Veterans Experience Office
VERA	Veterans Equitable Resource Allocation
VETSNET	Veterans Service Network
VFCE	Veterans, Family and Community Engagement
VGLI	Veterans' Group Life Insurance
VHA	Veterans Health Administration
VHACO	VHA Central Office
VHIC	Veteran Health Identification Card
VHIE	Veterans Health Information Exchange
VIC	VA Innovation Center
VIEWS	Veterans Integrated Enterprise Workflow Solution
VISN	Veterans Integrated Service Network
VJP	Veterans Justice Programs
VLJ	Veterans Law Judges

VLP	Veterans Legacy Program
VMLI	Veterans' Mortgage Life Insurance
VOSB	Veteran-Owned Small Businesses
VPN	Virtual Private Network
VPS	Virtual Pharmacy Services
VR&E	Vocational Rehabilitation and Employment
VRC	Vocational Rehabilitation Counselor
VRI	Veterans' Reopened Insurance
VSLI	Veterans' Special Life Insurance
VSO	Veterans Service Organizations
VSOC	VetSuccess on Campus Program
VSSC	VHA Support Service Center
VTP	Veterans Transportation Program
WC	Workers' Compensation
WCP	Workers Compensation Program
WG	Work Groups
WGB	VA Web Governance
WH	Women's Health
WMC	Workforce Management and Consulting
WPS	Wireless Priority Service
WRIISC	War-Related Illness and Injury Study Center
WRP	Workforce Recruitment Program
WVPP	Workplace Violence Prevention Program
WWII	World War II

Appendix B: Alternate Representations of Organization Charts

The following lists present the information contained in the graphic organization charts in an alternate, machine readable outline format. Each box on a graphic organization chart is represented by a single-line entry in the lists below.

The majority of VA Administrations and Staff Offices are represented by a single organization chart that shows about four levels of the organization, while others are represented by multiple organization charts that breakout the organization in greater detail.

Each list below provides an alternate representation of one of the organization charts in FOM. For the Administrations and Staff Offices that have more than organization chart, the first will include the word "primary" in its title. Subsequent charts for the same Administration or Staff Office will include the word "sub" in their titles.

The identification of organizations levels in these listings is relative to the original organization chart. In other words, an Executive Director identified as a level 2 in a primary organization chart may be identified as a level 1 on the corresponding sub organization chart. If an Administration or Staff Office's organization chart does not indicate "primary" or "sub" then the organization in question is represented by a single organization chart.

Department of Veterans Affairs Organization Chart

1. Secretary of Veterans Affairs

    a. Veterans Benefits Administration

    b. Veterans Health Administration

    c. National Cemetery Administration

    d. Deputy Secretary

    e. Chief of Staff

        (1) Office of Management

        (2) Office of Information and Technology

        (3) Office of Enterprise Integration

        (4) Office of Human Resources and Administration/Operations, Security and Preparedness

        (5) Office of Intergovernmental Affairs

        (6) Office of Congressional and Legislative Affairs

        (7) Office of Accountability and Whistleblower Protection

(8) Office of General Counsel

(9) Office of Acquisition, Logistics and Construction

(10) Board of Veterans Appeals

(11) Veterans Experience Office

(12) Office of Inspector General

Office of the Secretary of Veterans Affairs Organization Chart

1. Secretary of Veterans Affairs
    a. Deputy Secretary
        (1) Office of Employment Discrimination Complaint Adjudication
        (2) Office of Small and Disadvantaged Business Utilization
        (3) Secretary's Center for Strategic Partnerships
        (4) Office of Electronic Health Record Modernization
        (5) Chief of Staff/ Deputy Chief of Staff
            (a) Executive Secretariat
            (b) White House Liaison
            (c) The President's Roadmap to Empower and End the National Tragedy of Suicide
            (d) Veterans Service Organization Liaison
            (e) Office of Mission Operations
            (f) Office of Protocol
            (g) Office of Administrative Operations
            (h) VA History Office
            (i) Center for Women Veterans
            (j) Office of Regulatory Policy and Management
            (k) Center for Minority Veterans
            (l) Advisory Committee Management Office
            (m) Office of Survivors Assistance

Veterans Benefits Administration Organization Chart

1. Office of the Under Secretary for Benefits

    a. Office of the Principal Deputy Under Secretary

        (1) Office of Strategic Initiatives and Collaboration

        (2) Compensation Service

        (3) Pension and Fiduciary Service

        (4) Education Service

        (5) Office of Transition and Economic Development

        (6) Loan Guaranty Service

        (7) Vocational Rehabilitation and Employment Service

        (8) Insurance Service

        (9) Appeals Management Office

        (10) Office of the Deputy Under Secretary for Field Operations

            (a) Northeast District – St. Louis

            (b) Southeast District – Nashville

            (c) Continental District – Denver

            (d) Pacific District – Phoenix

            (e) National Contact Centers

            (f) Outreach and Stakeholder Engagement

    b. Office of the Chief of Staff

        (1) Office of Performance Analysis and Integrity

        (2) Office of Business Process Integration

        (3) Office of Financial Management

        (4) Office of Talent Management

        (5) Office of Mission Support

(6) Office of Executive Review

(7) Office of Program Integrity and Internal Controls

(8) Office of Strategic Engagement

Veterans Health Administration Organization Chart

1. Office of the Under Secretary for Health
    a. Risk Management
        (1) Clinical Risk Management
        (2) Compliance and Business Integrity
        (3) Internal Audit
        (4) Medical Inspector
        (5) Medical-Legal Affairs
        (6) Medical Staff Affairs
        (7) National Center for Ethics in Health Care
        (8) Research Oversight
    b. Women's Health Services
    c. Readjustment Counseling Services
    d. Patient Advocacy
    e. Chief of Staff
        (1) Communications
        (2) Executive Correspondence
        (3) GAO/OIG Accountability Liaison
        (4) Governance
        (5) Legislative Affairs
        (6) Regulatory Administrative Affairs
        (7) VA/DoD Health Affairs
    f. Deputy Under Secretary for Health
        (1) Health Care Transformation
        (2) Finance

(3) Health Informatics

(a) Health Informatics

(b) Health Information Governance

(c) Health Care Technology Management

(d) Strategic Investment Management

(4) Human Capital

(a) Employee Education System

(b) Health Care Leadership Talent Institute

(c) National Center for Organizational Development

(d) Workforce Management and Consulting

(5) Strategy

(a) Policy Analysis and Forecasting

(b) Strategic Planning and Analysis

(6) Community Care

(a) Business Operations

(b) Clinical Network

(c) Delivery Operations

(d) Performance Improvement

(e) Revenue Operations

(7) Clinical Systems

(a) Dentistry

(b) Homelessness

(c) Mental Health and Suicide Prevention

(d) Primary Care

(e) Disability and Medical Assessment

(f) Specialty Care

(g) Spinal Cord Injuries and Disorders

(h) Surgery

(8) Discovery, Education and Affiliate Networks

(a) Academic Affiliations

(b) Compassionate Care Innovation

(c) Innovation Ecosystem

(d) Research and Development

(e) SimLearn

(9) Patient Care Services

(a) Care Management and Social Work Services

(b) Chaplain

(c) Connected Care

(d) Geriatrics and extended Care

(e) Nursing

(f) Patient-Centered Care

(g) Pharmacy

(h) Physician Assistant Services

(i) Population Health

(j) Rehabilitation and Prosthetic Services

(k) Sterile Processing Services

(10) Quality and Patient Safety

(a) Clinical Systems Development and Evaluation

(b) Evidence-Based Practice

(c) External Accreditation

(d) Health Systems Innovation and Planning

(e) National Center for Patient Safety

(f) Product Effectiveness

(g) RAPID

(h) Systems Redesign and Improvement

(i) Systems Reliability and Consultation

(j) Utilization Management

(11)Operations

(a) 18 VISNS

(b) Access

(c) Emergency Management

(d) Health Care Operations Center

(12)Support Services

(a) Health Care Environment and Facilities Program

(b) Member Services

(c) Procurement and Logistics

(d) Veterans Canteen Service

National Cemetery Administration Organization Chart

1. Office of the Under Secretary for Memorial Affairs

    a. Office of the Chief of Staff

        (1) Congressional and Correspondence Service

        (2) Engagement and Memorial Innovations

    b. Office of the Principal Deputy Under Secretary

        (1) Office of the Deputy Under Secretary for Field Programs and Cemetery Operations

            (a) Veterans Cemetery Grants Program

            (b) Field Programs

                1. Memorial Products

                    (A) Headstones and Markers

                    (B) Presidential Memorial Certificates

                    (C) Applicant Assistance

                    (D) Centralized Appeals

                    (E) First Notice of Death

                2. Eligibility and Scheduling

            (c) Cemetery Operations

                1. District Offices

                    (A) National Cemeteries

                2. Operations Management

                    (A) Integrated Operations

                3. Cemetery Development and Improvement

    c. Office of the Deputy Under Secretary for Finance and Planning

        (1) Legislative and Regulatory Service

        (2) Policy and Planning Service

(3) Budget Service

(a) Budget Formulation

(b) Budget Execution

(4) Finance Service

(a) Financial Operations

(b) Financial Accountability

(5) Improvement and Compliance

d. Office of the Deputy Under Secretary for Management

(1) Human Capital Management

(a) Training and Safety

(b) Human Resources

(c) Policy and Programs

(d) Workforce Relations

(2) Contracting Service

(a) Design and Construction

(b) Business Transformation and Requirements

Office of Accountability and Whistleblower Protection

1. Assistant Secretary for Accountability and Whistleblower Protection
    a. Investigations Directorate
        (1) Investigations
        (2) Quality
    b. Deputy Assistant Secretary
        (1) Stakeholder Engagement
        (2) Resource Management and Operations
    c. Compliance and Oversight Directorate
        (1) Intake
        (2) Compliance
        (3) Information Systems Management

Office of Congressional and Legislative Affairs Organization Chart

1. Assistant Secretary for Congressional and Legislative Affairs
    a. Principal Deputy Assistant Secretary
    b. Executive Assistant/Director of Operations and Administration
        (1) Deputy Assistant Secretary for Congressional Affairs
            (a) Benefits Legislative Affairs Service
            (b) Health Legislative Affairs Service
            (c) Corporate Enterprise Legislative Affairs Service
            (d) Legislative Affairs Service
            (e) Outreach/Congressional Liaison Service

Office of Enterprise Integration

1. Office of the Assistant Secretary for Enterprise Integration
    a. Operations Support
    b. Planning and Performance Management
        (1) Foresight, Strategic Planning and Risk Management
        (2) Performance Management
        (3) Enterprise Governance
    c. Data Governance and Analytics
        (1) Analytics
        (2) Data Governance and Dissemination
        (3) Architecture Integration
    d. Enterprise Program Integration
    e. Policy and Interagency Collaboration
        (1) Interagency Collaboration
        (2) Policy Management and Analysis
    f. VA Innovation Center

Office of Human Resources and Administration/Office of Security and Preparedness Primary Organization Chart

1. Assistant Secretary for Human Resources and Administration/Operations Security and Preparedness
    a. Chief of Staff
    b. Corporate Senior Executive Management Office (CSEMO)
    c. Human Capital Services Center/Chief Learning Officer (HCSC/CLO)
    d. Office of the Chief Human Capital Officer (OCHCO)
        (1) Programs and Services
        (2) Labor Management Relations (LMR)
        (3) IT Systems and Analytics
    e. Principal Deputy Assistant Secretary (PDAS)
        (1) Office of Administration (OA)
        (2) Office of Resolution Management, Diversity and Inclusion (ORMDI)
        (3) Management, Planning and Analysis (MPA)
        (4) Manpower Management
    f. Office of the Chief Security Officer (OCSO)
        (1) Emergency Management and Resilience
        (2) Identity, Credential and Access Management
        (3) Security and Law Enforcement
        (4) VA Chief of Police
        (5) Resource Management

Office of the Principal Deputy Assistant Secretary Sub Organization Chart

1. Assistant Secretary for Human Resources and Administration/Operations, Security and Preparedness
    a. Principal Deputy Assistant Secretary (PDAS)
        (4) Office of Administration (OA)

(5) Office of Resolution Management, Diversity and Inclusion (ORMDI)

(6) Management, Planning and Analysis (MPA)

(7) Manpower Management

Office of Administration Sub Organization Chart

1. Office of Administration

    a. Occupational Safety and Health

    b. Transportation Services

    c. Space and Renovations

    d. Facilities Services

    e. Support Services

    f. Performance Improvement and Accountability

Office of Resolution Management, Diversity and Inclusion Sub Organization Chart (ORMDI)

1. Office of Resolution Management, Diversity and Inclusion (ORMDI)

    a. Eastern Region

    b. Western Region

    c. Business Operations

    d. Management Services

    e. Workforce Analysis

    f. Outreach and Retention

    g. Training and Communications

    h. Customer Experience

Management, Planning and Analysis Sub Organization Chart

1. Management, Planning and Analysis (MPA)
    a. Strategic Planning and Organizational Performance
    b. Program Management Office
    c. HR Liaison and Support

Manpower Management Service Sub Organization Chart

1. Manpower Management Service
    a. Policy and Processes
    b. Manpower Management
    c. Organizational Design

Office of the Chief Human Capital Officer Sub Organization Chart

1. Office of the Chief Human Capital Officer (OCHCO) Sub Organization Chart
    a. OCHCO Executive Lead
        (1) Recruitment and Placement Policy Service
            (a) Veteran Employment Program
    b. OCHCO Executive Lead
        (1) Human Resources Line of Business
        (2) Human Resources Information
        (3) Strategic Human Capital Planning
    c. OCHCO Executive Lead
        (1) Labor Management Relations
        (2) Work Life and Benefits
    d. OCHCO Executive Lead
        (1) Employee Relations and Performance Management

(2) Oversight and Effectiveness

(3) Compensation and Classification

Human Capital Services Center Sub Organization Chart

1. Human Capital Services Center (HCSC)

    a. Talent Development Services

    b. Human Capital Systems

    c. Human Capital Programs

    d. Enterprise Operations

Corporate Senior Executive Management Office Sub Organization Chart

1. Corporate Senior Executive Management Office (CSEMO)

    a. Executive Development

    b. Policy and Programs

    c. Recruitment and Operations

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

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

    a. Office of the Chief Security Officer (OCSO)

        (1) Emergency Management and Resilience

        (2) Identity, Credential and Access Management

        (3) Security and Law Enforcement

        (4) VA Chief of Police

        (5) Resource Management

Emergency Management and Resilience Sub Organization Chart

1. Emergency Management and Resilience

a. Planning, Exercises, Training and Evaluation

b. Operations and National Security Services

c. VA Integrated Operations Center

Identity, Credential and Access Management Sub Organization Chart

1. Identity, Credential and Access Management

    a. Access and Identity Management

    b. Personnel Security and Credential Management

    c. Personnel Security Adjudication Center

Security and Law Enforcement Sub Organization Chart

1. Security and Law Enforcement

    a. Police Services

    b. Law Enforcement Training Center

VA Chief of Police Sub Organization Chart

1. VA Chief of Police

    a. Northeast Region

    b. Southeast Region

    c. West Region

    d. Midwest Region

Resource Management Sub Organization Chart

1. Resource Management

    a. Human Resources Management

    b. Financial and Fiscal Management

    c. Administrative and Logistics Management

d. Support Services

Office of Information and Technology Organization Chart

1. Office of the Assistant Secretary for Information and Technology and Chief Information Officer

   a. Office of the Chief Technology Officer

   b. Executive Director Information Technology Program Integration and Chief of Staff

   c. Principal Deputy Assistant Secretary and Deputy Chief Information Officer

      (8) Account Management Office

      (9) Office of Strategic Sourcing

      (10) Quality, Performance and Risk Management

      (11) Office of Information Security

      (12) Development Security and Operations

      (13) Information Technology Resource Management

Office of Management Primary Organization Chart

1. Assistant Secretary for Management and Chief Financial Officer
2. Principal Deputy Assistant Secretary and Deputy Chief Financial Officer
    a. Office of Budget
        (1) Budget Operations
        (2) Programming, Analysis and Evaluation
    b. Office of Asset Enterprise Management
        (1) Capital Operations and Program
        (2) Capital Asset Policy, Planning and Strategy
        (3) Investment and Enterprise Development
        (4) Capital Asset Management
        (5) Energy Management Program
    c. Office of Finance
        (1) Financial Audit
        (2) Financial Policy
        (3) Financial Reporting
        (4) Debt Management
        (5) Financial Services
    d. Office of Financial Management Business Transformation Service
        (1) Financial Management Business Transformation Service Systems
        (2) Financial Management Business Transformation Service Operations
    e. Office of Business Oversight
        (1) Financial Risk Oversight
        (2) Program Integrity
        (3) Improper Payments Remediation

(4) Oversight Support

(5) Financial Management Business Transformation Service Internal Controls

f. Office of Revolving Funds

(1) Supply Fund Fiscal Office

(2) Franchise Fund Fiscal Office

Office of Asset Enterprise Management Sub Organization Chart

1. Executive Director Office of Asset Enterprise Management

a. Deputy Director Office of Asset Enterprise Management

(1) Capital Operations and Programs

(2) Capital Asset Policy, Planning and Strategy

(3) Investment and Enterprise Development

(4) Capital Asset Management

(5) Energy Management

Office of Budget Sub Organization Chart

1. Deputy Assistant Secretary Office of Budget

a. Associate Deputy Assistant Secretary for Budget Operations

(1) Medical Programs

(2) IT Programs

b. Budget Process and Data Management

c. Executive Director for Program Analysis and Evaluation

(1) Management Programs

(2) Staff Office Budgets

(3) Benefit Programs

(4) Programming

(5) Analysis and Evaluation

Office of Business Oversight Sub Organization Chart

1. Executive Director Office of Business Oversight

    a. Financial Risk Oversight

    b. Program Integrity

    c. Improper Payments Remediation Oversight

    d. Oversight Support

    e. Financial Management Business Transformation Service Internal Controls

Office of Finance Sub Organization Chart

1. Deputy Assistant Secretary Office of Finance

    a. Office of Financial Audit

        (1) Audit Readiness

        (2) Audit Analysis Remediation

    b. Office of Financial Policy

        (1) Accounting Policy

        (2) Operational Policy

    c. Office of Financial Reporting

        (1) Financial Reports

        (2) Management Reporting

        (3) Financial Management System

    d. Debt Management Center

        (1) Operations Directorate

        (2) Strategic Management and Special Operations Directorate

    e. Financial Services Center

(1) Corporate Travel and Charge Card Services

(2) Financial Accounting

(3) Financial Healthcare

(4) Financial Operations

(5) Financial Payroll

(6) Data Analytics

(7) Financial Technology

(8) iFAMS Support

Office of Financial Management Business Transformation Service Sub Organization Chart

1. Deputy Assistant Secretary Financial Management Business Transformation Service (FMBTS)

   a. Business Office

   b. Technical Solutions Delivery

   c. Organizational Performance

   d. Customer Experience

   e. Enterprise Program Management

   f. Associate Deputy Assistant Secretary Office of FMBTS Systems

      (1) VBA/NCA Program Management Office

      (2) Staff Office Program Management Office

   g. Associate Deputy Assistant Secretary Office of FMBTS Operations

      (1) VHA Program Management Office

      (2) Acquisitions Program Management Office

Office of Revolving Funds Sub Organization Chart

1. Executive Director, Office of Revolving Funds

   a. Supply Fund Fiscal Office

b. Franchise Fund Fiscal Office

Office of Public and Intergovernmental Affairs Organization Chart

1. Assistant Secretary for Public Affairs
    a. Office of Public Affairs
        (1) Office of Public Affairs Field Operations
        (2) Office of Digital Media Engagement
        (3) Office of the Press Secretary
        (4) Office of Media Relations
        (5) Senior Advisor
        (6) Office of Strategic Planning and Veteran Outreach
            (a) National Veteran Outreach Office
            (b) Homeless Veteran Outreach and Strategic Communications Office
            (c) Office of Internal Communications
            (d) Office of the Executive Speechwriters
    b. Office of Intergovernmental Affairs
        (1) Office of State and Local Government Affairs
        (2) Office of Tribal Government Relations
        (3) Center for Faith and Opportunity Initiative

Office of Acquisitions, Logistics and Construction Primary Organization Chart

1. Office of the Principal Executive Director and Chief Acquisition Officer

    a. Director – VA Logistics Redesign Program

    b. Executive Director – Office of Acquisition and Logistics

    c. Deputy Executive Director – Office of Acquisition, Logistics and Construction and Office of Procurement, Acquisition and Logistics

    d. Executive Director – Office of Construction and Facilities Management

Office of Acquisition and Logistics Sub Organization Chart

a. Executive Director Office of Acquisition and Logistics (003A)

b. Associate Executive Director Office of Acquisition Program Support (003A1)

(1) Office of Business Services (003A1A)

(2) Office of Acquisition Human Capital Management Services (003A1C)

(3) Office of Acquisition Systems Integration (003A1E)

c. Associate Executive Director Office of Policy, Systems and Oversight (003A2)

(1) Office of Procurement Policy and Warrant Management Services (003A2A)

(2) Office of Enterprise Acquisition System Services (003A2B)

(3) Office of Risk Management and Compliance (003A2C)

d. Associate Executive Director Office of Logistics and Supply Chain Management (003A3)

(1) Office of Logistics Policy and Supply Chain Management (003A3A)

e. Chancellor VA Acquisition Academy (003A5)

(1) Vice Chancellor Acquisition Internship School (003A5A)

(2) Vice Chancellor Facilities Management School (003A5B)

(3) Vice Chancellor Supply Chain Management School (003A5C)

(4) Vice Chancellor Contracting Professional School (003A5D)

(5) Vice Chancellor Program Management School (003A5E)

(6) Enterprise Shared Services (003A5F)

Office of Acquisition, Logistics and Construction Sub Organization Chart

a. Deputy Executive Director (003B)

b. Director, OPAL Front Office Operations (003B)

c. Associate Executive Director National Acquisition Center (003B6)

(1) Business Resources Service (003B6A)

(2) Federal Supply Schedule Service (003B6B)

(3) National Contract Service (003B6C)

(4) Commodities and Services Acquisition Service (003B6E)

(5) Denver Logistics Center (003B6D)

d. Associate Executive Director Strategic Acquisition Center (003B1)

(1) SAC Acquisition Service 1 (003B1H)

(2) SAC Acquisition Service 2 (003B1J)

(3) SAC Acquisition Service 3 (003B1B)

(4) SAC Acquisition Service 4 (003B1A)

(5) SAC Acquisition Service 5 (003B1C)

(6) SAC Acquisition Service 6 (003B1I)

(7) SAC OCC Shared Services Support (003B1D)

(8) SAC Strategic Sourcing and Category Management Support Service (003B1E)

(9) SAC Operational Contract Support Service (003B1G)

e. Associate Executive Director Technology Acquisition Center (003B2)

(1) TAC Procurement Service A (003B2A)

(2) TAC Procurement Service B (003B2B)

(3) TAC Procurement Service C (003B2C)

(4) TAC Procurement Service D (003B2D)

(5) TAC Procurement Service E (003B2E)

(6) TAC Procurement Service F (003B2F)

(7) TAC Procurement Service Austin (003B2G)

(8) TAC Operations Service (003B2Y)

(9) TAC Engineering Service (003B2Z)

f. Director Logistics Service (003B7)

(1) Transportation and Relocation Services Division (003B7A)

(2) Publications Services Division (003B7B)

Office of Construction and Facilities Management Sub Organization Chart

b. Executive Directive, Office of Construction and Facilities Management (003C)

(1) Deputy Executive Director, Office of Construction and Facilities Management

(2) Quality Assurance Service (003C6C)

(3) Consulting Support Service (003C6B)

(4) Project Control Service (003C6A)

(5) Associate Executive Director Office of Design and Construction (003C1)

(a) Office of Design and Construction National Region (003C1A)

(b) Office of Design and Construction Eastern Region (003C1B)

(c) Office of Design and Construction Central Region (003C1C)

(d) Office of Design and Construction Western Region (003C1D)

(6) Associate Executive Director Office of Facilities Planning (003C2)

(a) Facilities Planning Development Service (003C2A)

(b) Facilities Standards Service (003C2B)

(c) Cost Estimating Service (003C2C)

(d) Environmental Service (003C2D)

(7) Associate Executive Director Office of Resource Management (003C3)

(a) Financial Management Service (003C3A)

(b) Database Management and Logistics Service (003C3B)

(c) HR and Training Service (003C3C)

(8) Associate Executive Director Office of Facilities Acquisition (003C4)

(a) A/E Construction Contracting Policy Service (003C4A)

(b) Acquisition Support National Region (003C4B)

(c) Acquisition Support Eastern Region (003C4C)

(d) Acquisition Support Central Region (003C4D)

(e) Acquisition Support Western Region (003C4E)

(9) Associate Executive Director Office of Real Property (003C7)

(a) Real Property Policy and Program Service (003C7A)

(b) Lease Execution Division (003C7B)

(c) Lease Delivery Division (003C7C)

(d) Land Acquisition and Strategic Utilization (003C7D)

(e) Land Management Division (003C7E)

Board of Veterans' Appeals Organization Chart

1. Office of the Chairman
    a. Office of the Vice Chairman
        (1) Office of Chief Counsel
        (2) Deputy Vice Chairman 1
        (3) Deputy Vice Chairman 2
        (4) Deputy Vice Chairman 3
        (5) Deputy Vice Chairman 4
        (6) Deputy Vice Chairman 5
        (7) Office of Appellate Support

Office of General Counsel Organization Chart

1. Office of General Counsel

    a. Management, Planning and Analysis

    a. Senior Counsel to the General Counsel

    b. Principal Deputy General Counsel

    c. Deputy General Counsel (Legal Operations)

        (1) North Atlantic District

        (2) Midwest District

        (3) Pacific District

        (4) Continental District

        (5) Southeast District

        (6) Torts Law group

        (7) Personnel Law Group

    d. Deputy General Counsel (General Law) and Designated Agency Ethics Official

        (1) Ethics Specialty Team

        (2) District Contract Law National Practice Group

        (3) Information and Administrative Law Group

        (4) Procurement Law Group

        (5) Real Property Law Group

        (6) Revenue Law Group

    e. Deputy General Counsel (Veterans Programs)

        (1) Benefits Law Group

        (2) Court of Appeals for Veterans Claims Litigation Group

        (3) Loan Guaranty National Practice Group

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.

Office of the Inspector General Organization Chart

1. Inspector General
    a. Counselor to the Inspector General
    b. Deputy Inspector General
        (1) Investigations
        (2) Audits and Evaluations
        (3) Management and Administration
        (4) Health Care Inspections
        (5) Special Reviews

Veterans Experience Office Organization Chart

1. Chief Veterans Experience Officer

    b. Chief of Staff

    c. Operations

    d. Portfolio Management

    e. Enterprise Measurement and Design

    f. Multi-channel Technology

    g. VA Patient Experience

    h. VA Benefits Experience

    i. Veteran, Family and Community Engagement