

VA



U.S. Department
of Veterans Affairs

2014

Functional Organization Manual - v2.0a

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

TABLE OF CONTENTS

DEPARTMENT OF VETERANS AFFAIRS	1
FUNCTIONAL ORGANIZATION MANUAL	1
Introduction	1
Organization of the Department	1
OFFICE OF THE SECRETARY OF VETERANS AFFAIRS	4
Office of the Secretary	4
Staff and Support Offices	5
Office of Inspector General	5
Immediate Office of the Secretary.....	5
Executive Secretariat	5
Office of Support-Mission Operations.....	6
Office of Strategic Engagement.....	7
Non-governmental Organization Office	7
Veterans Service Organization Liaison.....	8
Center for Innovation	9
Executive Writers.....	9
White House Liaison	10
Support Offices.....	10
Office of Employment Discrimination Complaint Adjudication.....	10
Office of Small and Disadvantaged Business Utilization.....	11
Interagency Care and Benefits Coordination.....	12
Special Staff Offices	13
Center for Women Veterans	13
Center for Minority Veterans	14
Advisory Committee Management Office	16
Center for Faith-Based and Neighborhood Partnerships	16
Office of Survivors Assistance.....	17
VETERANS BENEFITS ADMINISTRATION	18
Office of the Under Secretary for Benefits (20)	18
VBA Office of the Chief of Staff (20A)	19
Office of Corporate Communications (20A4)	20
Executive Review (20A11)	21
Congressional Affairs Office (20A2).....	21
Office of Communications and Case Management (20A3)	21
VBA/DoD Program Office (201D).....	22
Office of Strategic Planning (20S)	22
Office of Business Process Integration (20 C)	24
Veterans Benefits Management System Program Management Office (20S1)	26
Veterans Relationship Management Program Management Office (20S2)	27
Office of the Deputy Under Secretary for Disability Assistance (20P).....	28
Compensation Service (21C).....	30
Pension and Fiduciary Service (21PF)	32

Insurance Service (29)	34
Benefits Assistance Service (27)	35
Office of the Deputy Under Secretary for Economic Opportunity (20E).....	36
Education Service (22)	38
Loan Guaranty Service (26).....	40
Vocational Rehabilitation and Employment Service (28)	42
Office of Field Operations (20F).....	46
Eastern, Southern, Central, and Western Area Offices (20F1, 20F2, 20F3, and 20F4)	48
Office of Management (20M).....	49
Office of Human Resources (20M1)	49
Office of Facilities and Administration (20M3).....	49
Office of Acquisition (20M3).....	50
Office of Diversity Management and Equal Employment Opportunity (20M2)	50
Office of Resource Management (24)	52
Administrative and Loan Accounting Center (241A)	53
VBA Finance Center (241E).....	54
Office of Performance Analysis and Integrity (20B)	55
VETERANS HEALTH ADMINISTRATION	57
VHA Office of the Under Secretary For Health (10).....	57
VETERAN HIRING INITIATIVES.....	59
VHA Office of the Chief of Staff (10B)	60
Office of Executive Correspondence (10B1)	60
Office of Communications (10B2).....	61
Office of Congressional and Legislative Affairs (10B3)	64
The Office of Regulatory and Administrative Affairs(10B4)	65
National Leadership Council Office (10B5)	65
VHA Office of Research Oversight (10R).....	66
ORO Research Information Security Program (10R).....	67
ORO Research Safety and Animal Welfare Program (10R).....	67
ORO Research Compliance Education Program (10R)	67
ORO Human Research Protection Program (10R)	68
VHA Office of the Medical Inspector (10MI).....	68
VHA Office of Readjustment Counseling Services (10RCS)	69
VHA Office of the Principal Deputy Under Secretary for Health (10A)	70
VHA Office of Nursing Services (10A1)	72
VHA Office of the Assistant Deputy Under Secretary for Workforce Services (10A2).....	75
VHA Office of Finance (10A3)	79
Financial Management and Accounting Systems Office (10A3A).....	79
Resource Management Office (10A3B)	79
Financial Assistance Office (10A3C).....	80
Managerial Cost Accounting Office (10A3D)	80
VHA Office of the Assistant Deputy Under Secretary for Quality, Safety, and Value (10A4)	81
Office of Compliance and Business Integrity (10A4A)	82
Quality Standards and Programs (10A4B)	82

High Reliability Systems and Consultation (10A4C).....	84
Health Care Value (10A4D).....	85
Safety and Risk Awareness (10A4E).....	86
VHA Office of Strategic Integration (10A5).....	88
VHA Office of Health Equity (10A6).....	89
VHA Office of the Deputy Under Secretary for Health For Policy and Services (10P).....	90
VHA Office of the Assistant Deputy Under Secretary for Health for Policy and Planning (10P1).....	91
VHA Office of the Assistant Deputy Under Secretary for Health for Informatics and Analytics (10P2).....	92
VHA Office of Public Health (10P3).....	96
VHA Office of the Assistant Deputy Under Secretary for Health for Patient Care Services (10P4).....	99
VHA Office of Interagency Health Affairs (10P5).....	114
VHA National Center for Ethics in Health Care (10P6).....	119
VHA Office of Research and Development (10P9).....	120
VHA Office of the Deputy Under Secretary for Health for Operations and Management (10N).....	124
VHA Office of the Assistant Deputy Under Secretary for Health for Administrative Operations (10NA).....	126
VHA Office of Assistant Deputy Under Secretary for Health for Clinical Operations (10NC).....	142
VHA Patient-Centered Care and Cultural Transformation (10NE).....	150
NATIONAL CEMETERY ADMINISTRATION.....	152
Office of the Under Secretary For Memorial Affairs (40).....	153
Veterans Cemetery Grants Program (40A3).....	154
Equal Employment Opportunity And Diversity (40A2).....	155
Chief Of Staff (40A1).....	155
Office Of The Deputy Under Secretary For Field Programs (41).....	155
Memorial Service Network (Msn) Offices And National Cemeteries (41A).....	157
Memorial Programs Service (41B).....	157
Msn Coordinators (41C).....	158
National Cemetery Scheduling Office (41D).....	159
Integrated Operations Center (41E).....	159
Cemetery Development And Improvement Service And Safety (41F).....	159
Office Of The Deputy Under Secretary For Finance And Planning/CFO (42).....	160
Policy And Planning Service (42A).....	161
Budget Service (42B).....	162
Finance Service (42C).....	163
Business Process Improvement And Compliance Service (42D).....	163
Legislative And Regulatory Service (42E).....	164
Office Of The Deputy Under Secretary For Management (43).....	165
Information Technology Business Requirements And Administrative Support (43D).....	166
Human Capital Management.....	166
Management And Communication Service (43A).....	167
Design And Construction Service (43B).....	168
Contracting Service (43C).....	169
Information Technology And Records Management (43D).....	169
OFFICE OF THE ASSISTANT SECRETARY FOR CONGRESSIONAL AND LEGISLATIVE AFFAIRS.....	171
Office of the Director for Congressional Affairs.....	172
Director, Legislative Affairs Service.....	173
Director, Benefits Legislative Affairs Service.....	173
Director, Congressional Reports and Correspondence Service.....	174

Office of the Associate Deputy Assistant Secretary for Congressional and Legislative Affairs..... 175
 Director, Health Legislative Affairs Service..... 175
 Director, Corporate Enterprise Legislative Affairs Service..... 176
 Director, Operations and Administration 177

OFFICE OF HUMAN RESOURCES AND ADMINISTRATION 179

Office of the Deputy Assistant Secretary for Administration (03)..... 181
 Office of Occupational Safety and Health (00S1) 181
 Transit Benefit Program (034) 182
 Office of Protocol (031) 182
 Space and Renovation Service (03R) 182
 Facilities Service (033) 183
 Support Service (032) 183

Office of the Deputy Assistant Secretary for Diversity and Inclusion (06) 184

Office of the Deputy Assistant Secretary for Human Resources Management(05)..... 186

Office of the Deputy Assistant Secretary for Resolution Management (08) 188

Office of the Deputy Assistant Secretary for Labor-Management Relations (LMR) 189

Office of the Dean VA Learning University (006V) 191

Office of the Director for The Veteran Employment Services Office(006VE) 192

Office of the Executive Director for The Corporate Senior Executive Management Office (006D) 193

OFFICE OF INFORMATION AND TECHNOLOGY 195

Office of the Executive in Charge and Chief Information Officer (005) 195

DOD/VA Interagency Program Office (005J)..... 195

Office of Quality, Performance and Oversight (005X) 196
 Office of Enterprise Risk Management..... 197
 Policy, Performance and Oversight 197
 Project Coordination Service 198
 Executive Correspondence 198

Architecture, Strategy, and Design 198
 Enterprise Architecture 199
 Product and Platform Management..... 199
 Technology Strategies..... 200
 Process and Knowledge/Records Management and Communications Service 200
 ASD Business Office 200

Office of Customer Advocacy (005A) 201

IT Resource Management (005F) 201
 IT Budget and Finance 201
 IT Acquisition Strategy and Space/Facilities Management..... 202
 IT Workforce Development 202

Office of Information Security (005R) 203
 OIS Business Office 203
 Field Security Service 203

Office of Business Continuity	204
Office of Cyber Security	204
The Office of Privacy and Records Management	205
Office of Risk Management and Incident Response	206
VA Network Security Operations Center	207
Product Development (005Q).....	207
Project Management	208
Development Management.....	208
Integration Management	209
Product Support.....	209
Business Operations	210
Project Management Accountability System Business Office	210
Office of Service Delivery and Engineering.....	211
Field Operations	211
Enterprise Operations.....	212
Enterprise Systems Engineering	212
National Service Desk	213
IT Service Management	213
VACO Support Services.....	214
OFFICE OF MANAGEMENT	216
Office of The Executive in Charge (041)	216
Office of Budget (041).....	217
Office of Finance (047)	219
Office of Financial Business Operations (047E)	220
Office of Financial Process Improvement and Audit Readiness (047J).....	221
Office of Financial Policy (047G)	222
Franchise Fund Oversight Office (047F).....	224
Debt Management Center (389DMC).....	224
Financial Services Center (104/00)	226
Office of Performance Management (048).....	230
Office of Asset Enterprise Management (044).....	230
Capital Operation and Program Service (044A).....	231
Capital Asset Policy, Planning and Strategy Service (044B)	231
Investment and Enterprise Development Service (044C).....	231
Capital Asset Management Service (044D)	231
Green Management Program Service (044E)	232
Office of Business Oversight (043)	234
Internal Controls service.....	234
Management Quality Assurance Service	235
Office of Enterprise Risk Management (045).....	240
OFFICE OF PUBLIC AND INTERGOVERNMENTAL AFFAIRS	241
Office of National Veterans Sports Programs and Special Events (002C)	242
Office of National Veterans Outreach (002)	243
Office of Public Affairs (002).....	244
Office of Field Operations (002)	246

Executive Writers..... 246

Office of Media Relations (002)246

Office of Digital Media Engagement (002)247

Office of Intergovernmental Affairs (002)249

Office of Tribal Government Relations (002).....250

OFFICE OF POLICY AND PLANNING..... 251

Office of the Assistant Secretary for Policy and Planning (008)251

Office of the Deputy Assistant Secretary for Policy (008A)252

 Strategic Studies Group (008A1) 253

 Policy Analysis Service (008A2)..... 253

 Strategic Planning Service (008A3)..... 254

Office of the Deputy Assistant Secretary for Data Governance and Analysis (008B)254

 National Center for Veterans Analysis and Statistics (008B1) 255

 Office of the Actuary (008B2) 256

Enterprise Program Management Office (008E)256

 Operational Management Review (008E1) 257

 Management Systems Improvement (008E2) 257

 Program Management Policy (008E3)..... 258

Office of Corporate Analysis and Evaluation (008C)258

 Programming Service (008C1) 259

 Analysis and Evaluation Service (008C2) 259

Office of Interagency Collaboration and Integration (008D)259

 Joint Executive Council (008D1) 260

 Integrated Disability Evaluation System (008D2) 261

 Transition Assistance Program (008D3)..... 262

OFFICE OF OPERATIONS, SECURITY, AND PREPAREDNESS 263

Office of the Deputy Assistant Secretary for Emergency Management (07A)263

 Office of Planning, Exercises, Training, and Evaluation 264

 Office of Operations and National Security Services 264

 VA Integrated Operations Center 265

Office of the Director for Personnel Security and Identity Management (OPSIM)266

 Homeland Security Presidential Directive 12 (HSPD–12) Program Management Office 266

 Personal Identity Verification 267

 Identity, Credentialing, Access, and Monitoring 267

 Personnel Security and Suitability Service..... 268

 Security and Investigations Center 268

Office of The Director for Resource Management269

 Human Resource Management 269

 Support Services 270

 Budget and Procurements 270

 Administrative and Logistics 270

Office of Security and Law Enforcement271

Police Services 272

Law Enforcement Training Center 273

BOARD OF VETERANS’ APPEALS..... 276

Office of the Chairman/Appellate Group276

Office of Management, Planning, and Analysis278

Office of Veterans Law Judges.....278

OFFICE OF ACQUISITION, LOGISTICS, AND CONSTRUCTION 280

Office of the Principal Executive Director (003).....280

Office of the Deputy Assistant Secretary for Acquisition and Logistics (003A)281

 Office of Acquisition Program Support (003A1) 284

 Office of Policy, Systems, and Oversight (003A2)..... 287

 Office of Logistics and Supply Chain Management (003A3)..... 288

 National Acquisition Center (003A4) 290

 Chancellor, VA Acquisition Academy (003A5) 293

Public Law 111-308, The Federal Buildings Personnel Training Act of 2010Office of Acquisition Operations (003B)296

 Strategic Acquisition Center (003B1)..... 299

 Technology Acquisition Center (003B2) 302

 Customer Advocacy Service (003B3) 304

 Acquisition Business Service (003B5) 305

Office of Construction and Facilities Management (003C)307

 Office Of Facilities Planning 308

 Office of Resource Management 309

 Office of Facilities Acquisition..... 311

 Office of Programs and Plans..... 312

 Office of Engineering Operations Support..... 313

 Office of Operations 314

OFFICE OF THE GENERAL COUNSEL 316

Office of the General Counsel.....316

 Office of the General Counsel – Assistant General Counsels, Regional Counsels, Office of Management Planning And Analysis, and Office of Regulation Policy and Management 317

APPENDIX A: GLOSSARY OF TERMS 319

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DEPARTMENT OF VETERANS AFFAIRS FUNCTIONAL ORGANIZATION MANUAL

The *Department of Veterans Affairs (VA) Functional Organization Manual (FOM)* is the authoritative source that documents the current organization structure, missions, functions and tasks of the Department and its organizations. It is a core reference document for the Department to describe what gets done by whom, for whom, and under what authorities. It is a “living document” that, over time, will reflect key changes that lead to refined organizational processes and procedures, and further enhance synchronized and coordinated actions across the Department to ensure optimal execution of the VA mission and strategy.

The FOM is available on the VA intranet in a searchable repository. The Office of Policy, within the Office of Policy and Planning, is responsible for the maintenance and updating of the FOM.

INTRODUCTION

The Department of Veterans Affairs was established as an independent agency under the President by Executive Order 5398 on July 21, 1930, and was elevated to Cabinet level on March 15, 1989 (PL No. 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 312,000 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 located in Washington, DC, and field facilities throughout the Nation administered by its three major line organizations: the Veterans Health Administration (VHA), the Veterans Benefits Administration (VBA), and the National Cemetery Administration (NCA).

Services and benefits are provided through a nationwide network of 151 medical centers, 820 community-based outpatient clinics, 300 Vet Centers, 56 regional offices, and 131 national and 90 State or tribal cemeteries. (*Statistics current as of September 30, 2013.*)

The Secretary of Veterans Affairs (SECVA) identified three strategic goals for VA to focus on as the means to improve services to Veterans and their families and to improve management in the Department. These goals are the components of the *2014-2020 VA Strategic Plan*:

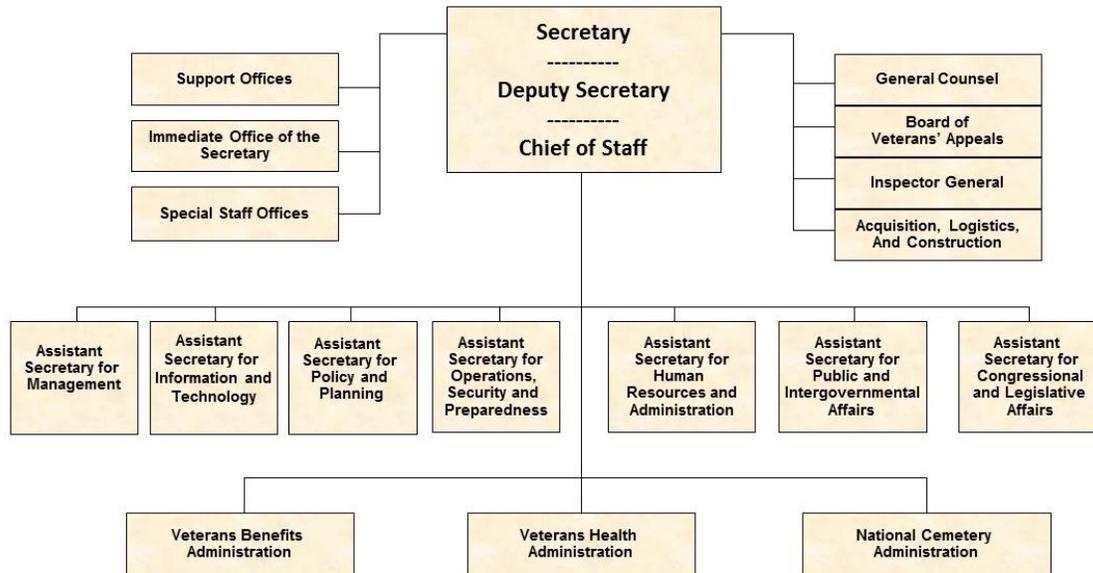
- Strategic Goal 1: Empower Veterans to Improve Their Well-being
- Strategic Goal 2: Enhance and Develop Trusted Partnerships
- Strategic Goal 3: Manage and Improve VA Operations to Deliver Seamless and Integrated Support

ORGANIZATION OF THIS VOLUME

This volume describes the structure and functions of the four highest echelons of the U.S. Department of Veterans Affairs. The section following this one provides a high level overview of the Department, including the Secretary of Veterans Affairs and all of the key officials. This section is followed by individual sections for each VA Administration and Staff Office. Heading styles are used to help clarify the structure of the Department. Each heading style

corresponds to a different level of the Department. Heading level 1 indicates the Secretary, the Deputy Secretary, or the Chief of Staff (Echelon 0), an Under Secretary (Echelon 1) or an Assistant Secretary (Echelon 1), or their immediate offices. Heading level 2 indicates a Deputy or Principal Deputy Under Secretary or Assistant Secretary (Echelon 2) or their immediate offices. Heading level 3 indicates a Deputy Assistant Secretary or Executive Director (Echelon 3). Heading level 4 indicates an organization that reports to a level 3 organization. Heading level 5 is reserved for paragraphs providing an organizational mission, an overview of the organizations structure and function. Mission statements, organizational overviews, functions and activities are introduced using heading level 5. Missions cascade from Echelon 1 to Echelon 4, and are positioned at the beginning of each Echelon 1 section. Overview, Functions and Activities are provided for organizations at all levels. For this reason, heading level 5 can directly follow any other level of heading.

ORGANIZATION OF THE DEPARTMENT



VA Leadership

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.

The **Deputy Secretary of Veterans Affairs (DEPSECVA)** serves as the Department’s Chief Operating Officer. The DEPSECVA directs the policy and operations of the Department and provides broad direction to the Department’s employees through the Administrations and Staff Offices, ensuring coordinated action and conformance with the SECVA’s directives. The DEPSECVA chairs the Department’s governance process through the Strategic Management Council (SMC) and leads the Business Oversight Board and Capital Investment Board.

The **Chief of Staff of Veterans Affairs (COSVA)** oversees the day-to-day operations of the VA staff, and ensures effective and efficient functioning to support the SECVA, DEPSECVA, and other Departmental leadership. The COSVA synchronizes and coordinates policy guidance and direction of the SECVA with the administration, Staff Offices, and other key officials.

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

The three Administrations are the **Veterans Health Administration**, the **Veterans Benefits Administration**, and the **National Cemetery Administration**. The head of each Administration reports to the SECVA through the DEPSECVA. These Administrations give centralized program direction to field facilities that provide diverse program services to Veterans and their families. Further, each Administration has Central Office components that support the Administration’s operations. This organizational structure reflects a basic management approach of centralized policy direction, complemented by consistent decentralized execution.

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

- 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 the VA governance bodies with regard to capital-asset portfolio management and implementing the strategic capital-asset planning process.
- 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 PL No. 104-106, the Clinger-Cohen Act, the Paperwork Reduction Act, Chapter 35 of Title 44 USC; and any other associated legislated or regulatory media.
- The **Assistant Secretary for Policy and Planning** is responsible for the SECVA's policy analysis and planning processes, and their integration into the Department's Strategic Management Process. The Assistant Secretary's functions entail responsibility for performing Department-level policy analyses and development, program evaluations, strategic planning, quality improvement, actuarial studies and assessments, Veterans' demographics, VA/Department of Defense (DoD) coordination services, and statistical analyses. The Assistant Secretary is responsible for the Nation's official estimates and projections of the Veteran population and the National Survey of Veterans, Active Duty Servicemembers, activated National Guard and Reserve members, family members, and survivors.
- The **Assistant Secretary for Operations, Security and Preparedness** is the principal advisor to the SECVA and DEPSECVA on VA's capability and readiness to continue services to Veterans and their families, respond to contingency support missions to the DoD and other Federal agencies engaged in emergency-response activities and respond effectively during national emergencies. The Assistant Secretary is responsible for coordinating VA's emergency management, preparedness, identity management, physical security, personnel security and suitability, police services and law enforcement activities, and for ensuring compliance and resource management in the Office of Operations, Security and Preparedness (OSP) so the Department can continue to perform mission essential functions under all circumstances across the spectrum of threats.
- The **Assistant Secretary for Human Resources and Administration** is responsible for providing VA-wide responsibilities to such programs as human resources management, diversity and inclusion, discrimination complaint resolution, labor-management relations, VA Learning University (VALU), corporate senior executive management, and general administrative support (primarily services to the 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 (CHCO), 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.
- 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 general public, VA employees, and the news media. The Assistant Secretary is also responsible for providing VA leadership with strategic advice, guidance, and

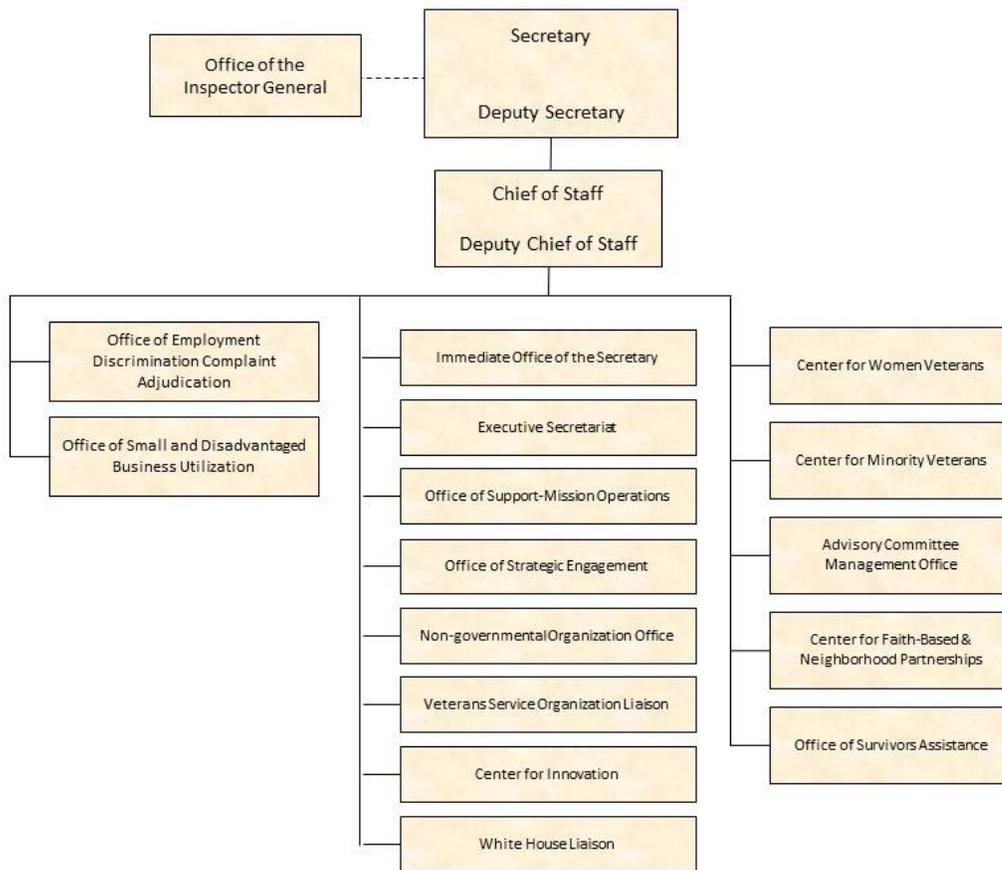
information by fostering partnerships and acting as liaison between State, local, tribal, insular, and international governments. The Office of Public and Intergovernmental Affairs (OPIA) works to build confidence in VA and its readiness to serve America's Veterans of all generations.

- 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 (OCLA). 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 (POC) with the Government Accountability Office (GAO).

Authorities

38 USC Chapter 3

OFFICE OF THE SECRETARY OF VETERANS AFFAIRS



3

Mission Statement

The Department of Veterans Affairs serves America’s Veterans and their families with dignity and compassion, and is their principal advocate to ensure that they receive medical care, benefits, social support, and lasting memorials, promoting the health, welfare, and the dignity of all Veterans in recognition of their service to this Nation.

OFFICE OF THE SECRETARY

The **Office of the Secretary (OSVA)** is headed by the SECVA and includes the DEPSECVA, Chief of Staff, Deputy Chief of Staff-Administration, Deputy Chief of Staff-Strategy, Assistant Chief of Staff for Support-Mission Operations, the Executive Secretariat, senior advisors, and several special focus centers and offices. Legal authority is vested, by Title 38 of the United States Code, in the SECVA, who generally may delegate it to other VA officials in order to carry out the Department’s missions.

The **Deputy Secretary of Veterans Affairs** serves as the SECVA’s principal advisor and Chief Operating Officer for the Department. The DEPSECVA carries out responsibilities and functions specifically delegated by the SECVA including:

- Overseeing the activities of the Executive Director of the Office of Acquisition, Logistics, and Construction (OALC).
- Managing the Department’s governance process and chairing the SMC, the Business Oversight Board, and the Capital Investment Board.

The **Chief of Staff of Veterans Affairs** oversees the OSVA staff and ensures effective and efficient functioning to support the SECVA, DEPSECVA, and other Departmental leadership. The Chief synchronizes and coordinates policy guidance and direction of the SECVA with the Administrations, Staff Offices and other key officials. COSVA is assisted by the Deputy Chief of Staff-Administration, the Deputy Chief of Staff-Strategy, the Assistant Chief of Staff for Support-Mission Operations, and several senior advisors and special assistants. COSVA participates in the Department's governance process and chairs the VA Senior Review Group (SRG). As delegated by SECVA, COSVA has oversight of Department career senior executives and equivalents.

STAFF AND SUPPORT OFFICES

OFFICE OF INSPECTOR GENERAL

Overview

The Office of Inspector General (OIG) is an independent oversight entity that conducts reviews and recommends improvements that are designed to promote economy and efficiency in VA.

Functions and Activities

- Has authority to inquire into all VA programs and activities as well as the related activities of persons or parties performing under grants, contracts, or other agreements.
- Receives complaints and allegations of wrongdoing from VA employees, members of Congress, the public, or other stakeholders.
- Performs audits, evaluations, reviews, inspections, and investigations aimed at preventing and detecting criminal activity, waste, abuse, and mismanagement.
- Refers criminal cases to Federal, State, and local authorities for criminal and/or civil prosecution.
- Presents findings and makes recommendations designed to improve the integrity, efficiency, accountability, quality, and effectiveness of VA programs and operations.
- Keeps the Secretary and the Congress fully and currently informed about problems relating to VA programs and operations and the need for corrective action.
- Provides semiannual reports to SECVA and Congress as required by the Inspector General Act of 1978, as amended, which are made available to the public on the OIG Internet site.

Authorities

PL 95-452
PL 100-322
PL 100-504
PL 110-409

IMMEDIATE OFFICE OF THE SECRETARY

EXECUTIVE SECRETARIAT

Overview

The Executive Secretariat is VA's central coordinating point for all staff actions addressed to, and emanating from, the SECVA and DEPSECVA.

Functions and Activities

- Serves as the principal staff-action control point for the Department on internal and external items, and directs/assigns all administrative taskings on behalf of the SECVA.
- Prepares and presents executive staff actions (documents, briefs, testimony, questions for the record, memoranda for record/understanding/agreements between VA and outside entities, etc.) for review and signature, and is VA's repository for same.
- Is solely authorized to authenticate documents transmitting policy, procedure, or information to the Department "by order of the Secretary."
- Provides correspondence policy for the Department.
- Provides records management as the Office of Record for all documents signed by the SECVA, DEPSECVA, and COSVA.
- Receives and processes all Freedom of Information Act (FOIA) and Privacy Act requests for the Office of the Secretary.
- Serves as the Department's POC for the Plain Writing Act.

OFFICE OF SUPPORT-MISSION OPERATIONS

Overview

The Office of Support-Missions Operations provides administrative, logistical, budget, and operational support for the Office of the Secretary and its subsidiary offices.

Functions and Activities

Executive mission support:

- Collects, collates, coordinates analysis, and delivers read-ahead materials for SECVA, DEPSECVA, and COSVA for all events, meetings, and briefings that require them.
- Arranges official travel for SECVA, DEPSECVA, COSVA and others as required. Coordinates transportation, security, protocol activities, equipment, and capabilities, 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.
- Coordinates processes and oversees initiatives and processes for clients seeking assistance at the executive level, and integrates processes into staff procedures for tracking and resolution.
- Serves as SECVA, DEPSECVA liaison with White House Advance Staff.
- Plans, coordinates, and executes events for SECVA, DEPSECVA, and COSVA.

Administration and logistics support:

- Develops and manages the OSVA budget, to include authority to expend funds as delegated by the COSVA.
- Manages and maintains OSVA property and expendable supplies.

- Provides human resources guidance and, through coordination with VACO Human Resources Services, provides personnel classification and staffing.

OFFICE OF STRATEGIC ENGAGEMENT

Overview

The Office of Strategic Engagement coordinates and monitors all integrated communications activities across the Department and facilitates engagements with key audiences to achieve effects consistent with VA's interests, policies, and objectives.

Functions and Activities

The Senior Advisor to the Secretary for Strategic Engagement serves as primary advisor on all matters related to coordinated internal and external communications.

- Leads the Strategic Communications Council.
- Synchronizes and coordinates Department communications plans.
- Provides guidance on messaging and overall communications activities and priorities.
- Synchronizes and coordinates crisis communications actions and special projects and initiatives.
- Advises VA leadership on communications and engagement strategy.

NON-GOVERNMENTAL ORGANIZATION OFFICE

Overview

The Non-Governmental Organization (NGO) Office promotes and advances strategic partnerships between VA and NGOs through consultation, resource sharing, and collaborative opportunities that benefit VA, Veterans, their families, caregivers, survivors, and other beneficiaries.

Functions and Activities

Serves as advisor to the Secretary and other executive leadership on matters related to NGO programs, issues, and initiatives.

- Represents OSVA in meetings with key leaders of business, government, philanthropic, nonprofit, and other key stakeholder organizations.
- Encourages and facilitates public-private partnership opportunities through VA initiatives, programs, and services that complement VA's mission.
- Identifies NGO barriers to access of Department programs and services, and provides engagement strategies and solutions.
- Cultivates and stewards relationships between VA and NGOs.

Serves as an NGO access point to VA leadership, resources, and VA needs.

- Provides consultation to NGOs to better understand the Department, services provided, the Veteran community and effective strategies to work with VA.
- Provides internal and external referrals to key leadership and subject matter experts (SMEs).

- Responds to NGO requests for VA and Veteran-related information, data, and statistics.
- Provides advice to NGOs to better plan, execute, and improve their programs for Veterans, their families, and survivors.
- Encourages feedback from NGOs on issues such as physical, mental, and social well-being, employment, and satisfaction with Veteran services and benefits.

Conducts strategic engagement and education.

- Represents OSVA at NGO events to promote VA's mission and services.
- Educates NGOs about VA services, supports, and Veteran community issues.
- Engages NGOs and Veterans community members to better understand public and private sector service gaps.
- Provides advice and consultation to community-based NGOs seeking to implement or expand services to the Veterans community to help minimize duplication of effort and confusion.
- Increases VA staff awareness of national and community-based NGO programs, services, and supports.
- Conducts joint public outreach with other VA offices and Administrations.
- Maintains an information network of NGOs and other key stakeholders.

Authorities

38 USC §523

VETERANS SERVICE ORGANIZATION LIAISON

Overview

The Veterans Service Organization (VSO) Liaison is the SECVA's primary advisor on matters affecting VSOs and is responsible for the Department's day-to-day liaison with those organizations.

Functions and Activities

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

- Attends VSO midwinter conferences and national conventions.
- Communicates with Veterans concerning issues they feel strongly about, including health care.
- Attends all National Commanders' Testimony on Veteran's issues to the House and Senate Veterans Affairs Committees.

Articulates the Department's positions on issues affecting America's Veterans.

- Advises the SECVA and DEPSECVA regarding VSO policy statements or specific positions on Veterans' issues.
- Assists VSOs in their dealings with other Federal agencies.

CENTER FOR INNOVATION

Overview

The Center for Innovation identifies, prioritizes, funds, tests, and evaluates the most promising solutions to VA's most important challenges with the goal of increasing Veterans' access to VA services, improving the quality of services delivered, enhancing the performance of VA operations, and reducing or controlling the cost of delivering those services that Veterans and their families receive.

Functions and Activities

- Advises SECVA and VA senior leadership on proven and promising innovations to address strategic challenges to VA transformation.
- Executes all aspects of the annual Industry Innovation Competitions, including marshaling VA leadership to identify top priorities, selecting innovations for funding and implementation, overseeing development and/or pilot implementation, and evaluating outcomes of the projects undertaken.
- Manages, in partnership with VHA and VBA, the annual Employee Innovation Competitions, including marshaling VA leadership to identify top priorities, advising the selection of innovations, overseeing development and/or pilot implementation, and evaluating outcomes of the projects undertaken.
- Executes prize challenges under the America COMPETES Act of 2011 and, when appropriate, special projects focused on near-term, high-impact opportunities.
- Administers the Center's Innovation Fellows program and Entrepreneur-in-Residence program.
- Provides guidance and sponsorship of the VA Innovators' Network.
- Serves as the sponsor and manager of independent innovation relationships with the private sector through use of cooperative research and development agreements.

EXECUTIVE WRITERS

Overview

Executive Writers are matrixed; they are assigned to OPIA but are under the operational control of and report to OSVA. They prepare, review, revise, and edit executive communications, including speeches, congressional testimony, select personal correspondence, communications posted on Websites, and messages for publication in myriad forums for the SECVA, DEPSECVA, and COSVA.

Functions and Activities

- Advise senior leaders on subject and content of written communications.
- Track all speaking engagements and ensures products are provided to senior leaders well in advance of events.
- Conduct in-depth research on myriad topics related to all written products. Ensures data and facts are updated, correct and synchronized/coordinated in products provided to senior leaders.
- Demonstrate a high level of initiative, creativity and professional competence in creating original written products and editing others' written products.

- Maintain current knowledge of VA programs, organization, public affairs, and current events related to VA, as well as current and emerging issues of relevance and historical facts regarding VA that could have an impact on the Department, in order to better inform written products.
- Attend and contribute to preparation sessions for senior leader events when a speech or written product is involved.
- Build positive relationships and maintains close contact with writers and leaders in all three Administrations.
- Travel with and supports SECVA, DEPSECVA, and COSVA when speaking requirements demand such support.

WHITE HOUSE LIAISON

Overview

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

Functions and Activities

- Serves as liaison between VA and the White House Presidential Personnel Office coordinating the political appointment process.
- Works closely with political appointees to coordinate White House activities and events.
- Works closely with the White House on special projects.
- Serves as a member of the Strategic Communications Council.

SUPPORT OFFICES

OFFICE OF EMPLOYMENT DISCRIMINATION COMPLAINT ADJUDICATION

Overview

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

Functions and Activities

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

- Receives requests from the Office of Resolution Management (ORM) to issue final Department decisions without a hearing or from the Equal Employment Opportunity Commission (EEOC) to issue final Department orders where there has been a hearing.
- Conducts initial procedural review of a complaint file to determine if it is properly before OEDCA for final agency action, and if not, remands it to ORM for further processing.
- 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.

- Processes ORM cases that pose a conflict of interest (i.e., internal complaints filed by ORM employees, or complaints filed by former ORM employees, or applicants for employment with ORM).
- Reports findings of intentional discrimination or retaliation to the SECVA or DEPSECVA for appropriate follow-up action.
- Prepares correspondence from the COSVA to an appropriate VA official summarizing the findings and the legal rationale for the decision.
- Refers findings of discrimination to the Assistant Secretary for Human Resources and Administration, and requests appropriate follow-up regarding disciplinary action.
- Conducts outreach across the Department and with principal Department stakeholders.
- Publishes an annual digest to explain findings of discrimination and offer best practices to avoid these types of instances.
- Trains ORM Equal Employment Opportunity (EEO) investigators.
- Provides EEO and diversity training to Department senior leaders, supervisors, and managers.

Authorities

PL 105-114

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, GSA, and the Office of Federal Procurement Policy for matters dealing with small and disadvantaged business activities. OSDBU's mission is to expand small business participation in Federal procurement opportunities through aggressive OSDBU research, enhanced verification, analysis, outreach, training, program modernization, and information technology (IT) enhancements. Additionally, OSDBU has a secondary mission to promote Veteran employment.

Functions and Activities

Provides verification of eligibility.

- Ensures businesses meet 38 CFR 74 requirements and are eligible for designation.
- Maintains vendor information pages to support the Veterans First Procurement program.

Provides acquisition support.

- Negotiates and establishes small business goals with VA Administrations.
- Offers small businesses access to acquisition opportunities through procurement reviews/electronic reviews/SBA coordination.
- Supports small business access to acquisition opportunities by maintaining the Forecast of Contracting Opportunities database.
- Assists small businesses in resolving payment or other contracting issues with VA.

- Reviews subcontracting plans on behalf of the SECVA to meet the Department’s small business goals.

Provides strategic outreach.

- Plans and implements the National Veterans Small Business Conference, and coordinates and implements major departmental vendor events at the Technology Acquisition Center (TAC) and National Acquisition Center.
- Develops and conducts the VA Small Business Roundtable Program with senior Department leaders.
- Develops and manages the Veteran-Owned Small Business Mentor-Protégé Program.
- Provides Service Disabled Veteran-Owned Small Businesses (SDVOSBs) Federal contracting information and assistance.

Authorities

PL 95-507

PL 106-50

PL 108-183

PL 109-461

PL 110-389

PL 111-275

EO 13360

38 USC § 74

INTERAGENCY CARE AND BENEFITS COORDINATION

Overview

Interagency Care and Benefits Coordination (ICBC) provides leadership regarding the direction of interagency complex care, benefits and service coordination within the Department of Veterans Affairs, including leading collaborative efforts and supporting the Interagency Care Coordination Committee (IC3) and the Federal Recovery Coordination Program (FRCP). ICBC collaborates with executive level leadership to ensure that the work of the IC3 and FRCP are strategically linked to the direction and business of the Department; it creates a common operational picture whereby Federal partners form a community of practice for interagency complex care, benefits, and services coordination. FRCP was established to assist severely wounded, ill, and injured post-9/11 Servicemembers, Veterans, and their families with access to care, services, and benefits. The program is funded through VHA as the only VA Administration with Title 38 pay authority.

Functions and Activities

- Administratively supports IC3 and the VA co-chair for the IC3.
- VA leader in managing the Tri-agency National Resource Directory and Veterans Job Bank along with Department of Defense and Department of Labor.
- VA leader in managing the Federal Case Management Tool (FCMT), a data management system that supports FRCP and other VA elements such as VHA Liaisons, VBA benefits providers, and Vocational Rehabilitation Counselors.
- Supports Federal Recovery Coordinators (FRCs) stationed at select Military Treatment Facilities, Military Service Wounded Warrior Headquarters, and VA Medical Centers.
- FRCs are responsible for initiating and establishing the Federal Individual Recovery Plan (FIRP) in collaboration with the Servicemember or Veteran, their family, and members of their multidisciplinary

treatment team. The FIRP is a comprehensive patient-centered recovery plan for Servicemembers and Veterans in need of complex care and benefits.

FRCs coordinate among multiple staffs and elements engaged in the program, to include:

- VHA and VBA leaders and staff.
- Office of the Under Secretary of Defense for Personnel and Readiness leaders and staff.
- DoD Recovery Coordination Program.
- Military Treatment Facility Command multidisciplinary staff and case managers.
- Military Service’s Wounded Warrior programs.
- VHA Operation Enduring Freedom (OEF)/Operation Iraqi Freedom (OIF)/Operation New Dawn (OND) teams.
- VHA polytrauma multidisciplinary staff and case managers.
- VHA medical teams, case managers, and care giver support coordinators.
- VBA OEF/OIF Support Team.
- Various other Federal, State, and private entities.

SPECIAL STAFF OFFICES

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 general 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.

Functions and Activities

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

Ensures that health care, benefits services, and programs for women Veterans are part of VA’s institutional consciousness.

- Collaborates with the VALU to develop training for employees and contractors, and includes information on women Veterans in existing training courses.
- Promotes and leads effective collaboration with representatives from the Department’s Administrations (VHA, VBA, and NCA) and Staff Offices to examine issues affecting women Veterans’ 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.
- Hosts the VA-sponsored National Training Summit on Women Veterans.

Monitors VA outreach efforts targeting women Veterans, other stakeholders, and Federal/State/community partners.

- Advocates and advertises available benefits and services for women Veterans, and cites key achievements of women who have served in the military.
- Briefs VSOs on women Veterans' issues.
- Educates State Women Veterans Coordinators and State Directors of Veterans' Affairs on VA's programs for women Veterans in collaboration with State Veterans agencies and OPIA.
- Provides detailed information for women Veterans through participation in conferences, meetings, outreach events—such as meetings of the Association of Military Surgeons of the United States (AMSUS), the society of Federal health professionals—and other forums that focus on female Servicemembers and women Veterans' issues.
- Educates other VA outreach staff and academic institutions regarding women Veterans.

Drafts and recommends effective VA policies, practices, programs, and related activities for women Veterans.

- Hosts series of Advisory Committee on Women Veterans (ACWV) meetings.
- Supports the development of ACWV's biennial report to the Secretary and coordinates VA's response to the report's recommendations.
- Sponsors the National Training Summit on Women Veterans.

Promotes a positive image of women Veterans.

- Briefs VA employees on women Veterans, their successes and their issues.
- Advocates for the proper inclusion and representation of women Veterans in the Department's media products and promotes positive recognition by VA field offices and facilities.
- Addresses nontraditional forums (e.g., Girl Scouts and the American Association of Retired Persons [AARP]) to educate them about women Veterans. Represents the Department in roundtable meetings and professional panels sponsored by advocates for women Veterans.
- Collaborates with Special Emphasis Program Office and Office of Diversity and Inclusion to recognize women Veterans during special emphasis events, including Women's History Month, Memorial Day, Veterans Day, etc.

Authorities

38 USC, § 318

PL 103-446, § 509

Federal Advisory Committee Act (1972), 5 USC Appendix 2

CENTER FOR MINORITY VETERANS

Overview

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

Functions and Activities

Serves as the principal advisor to the SECVA on the unique needs of minority Veterans.

- Identifies barriers to benefits and health care access, promotes awareness of minority Veteran-related issues, develops strategies for improving minority Veterans' participation in existing VA programs, conducts outreach activities with minority Veteran stakeholders, and coordinates outreach activities conducted by Minority Veterans Program Coordinators (MVPCs) assigned to the three VA Administrations.
- Manages the activities of the Advisory Committee on Minority Veterans (ACMV).
- Serves as the VA representative to the White House Asian American Pacific Islander Initiative.
- Maintains and monitors a tracking system for MVPC quarterly outreach activities.

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

- Consults with the key representatives from major Veterans Service Organizations, local agencies, and other Federal agencies to increase outreach activities to designated minority Veteran groups.
- Selects venues to participate in or attend that will effectively promote the overall mission of the Center and the Department.
- Coordinates arrangements for Advisory Committee to conduct an annual Town Hall meeting.
- Conducts joint outreach with other VA program offices/Administrations.
- Sponsors MVPCs outreach activities in VHA, NCA, and VBA.
- Provides training to MVPC representatives from each VA Administration based on an analysis of best practices and areas for possible improvement.
- Collaborates with the Center for Faith-Based and Neighborhood Partnerships (CFBNP) to conduct outreach programs to faith-based organizations.

Establishes new partnerships with minority stakeholders.

- Briefs the leadership of minority-serving institutions and organizations on the mission and roles of the Center for Minority Veterans.
- Connects external minority stakeholders with VA internal stakeholders.
- Coordinate activities of MVPCs with local affiliates of national-level minority stakeholders.

Authorities

38 USC

PL 103-446 § 510

Federal Advisory Committee Act (1972) 5 USC Appendix 2

ADVISORY COMMITTEE MANAGEMENT OFFICE

Overview

The Advisory Committee Management Office (ACMO) provides administrative and management support to the Department's 24 Federal advisory committees. VA's advisory committees solicit advice and recommendations from outside experts and the public concerning programs for which the Department is responsible for by law.

Functions and Activities

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

Authorities

Federal Advisory Committee Act (1972) 5 USC Appendix 2

CENTER FOR FAITH-BASED AND NEIGHBORHOOD PARTNERSHIPS

Overview

The Center for Faith-Based and Neighborhood Partnerships develops partnerships with faith-based, nonprofit, organizations and community leaders, and provides relevant information in order to expand their knowledge of, and participation in, VA's programs and services to better serve our Nation's Veterans, their families, survivors, and caregivers.

Functions and Activities

Cultivates and develops collaborative partnerships with faith-based, nonprofit, and community leaders and organizations.

- Participates in the White House Office of Faith-Based and Neighborhood Partnerships (WHOFBNP) Regional Connecting Communities for the Common Good Conferences.
- Hosts quarterly conference calls for listserv members to provide information that will assist in their work with Veterans, their families, survivors, and caregivers.
- Convenes and facilitates workshops and break-out sessions at denominational conferences utilizing local and regional VA staff and local VA partners.
- Co-hosts Regional Veterans Roundtables in partnership with VBA Vocational Rehabilitation and Employment Service (VR&E) and the regional office of the host city. The Roundtables provide information to attendees, faith-based, nonprofit, and community leaders and organizations about VA's programs and services. The Roundtables also encourage collaboration among attendees.

Authorities

EO 13342

EO 13199

OFFICE OF SURVIVORS ASSISTANCE

Overview

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

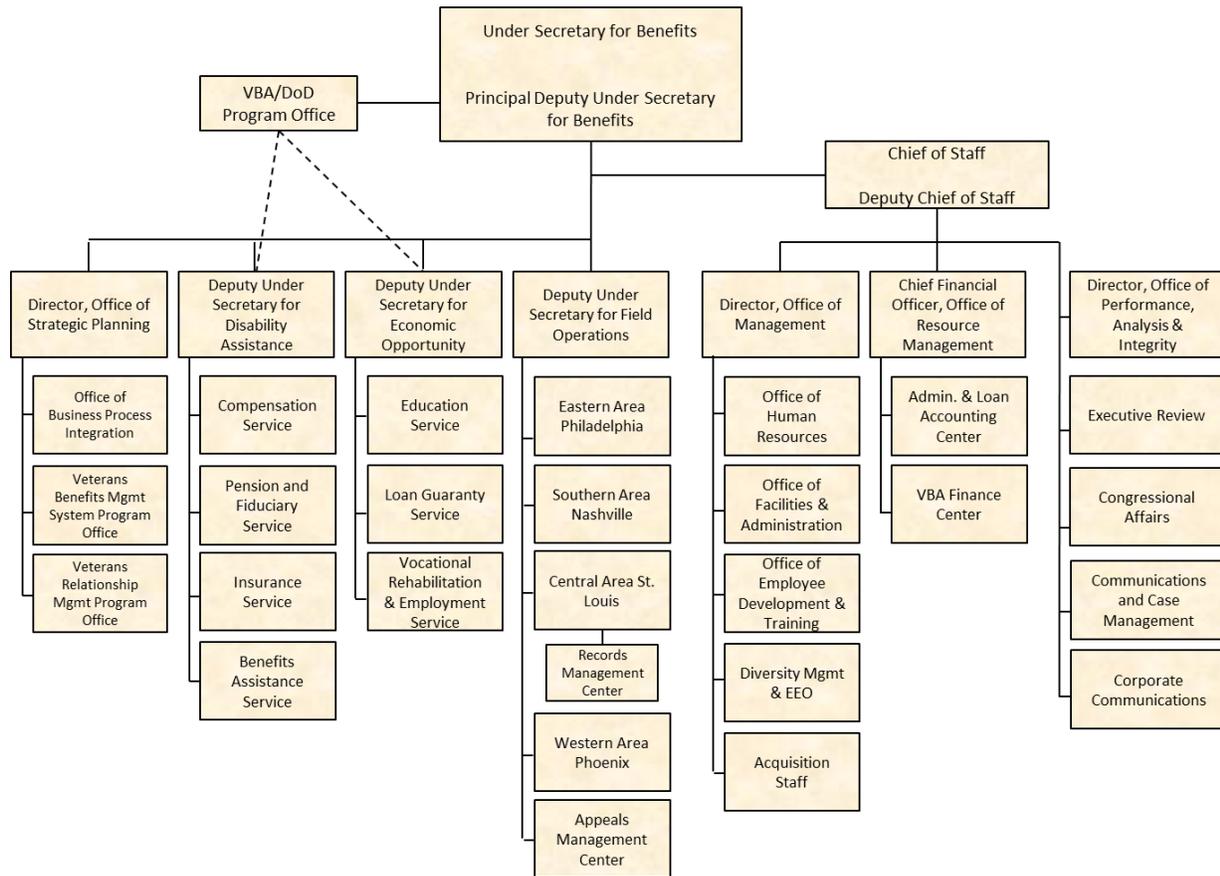
Functions and Activities

- Serves as primary advisor to the Secretary for all matters related to VA programs, legislative issues, and other initiatives affecting survivors and dependents of survivors 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.
- Builds and maintains collaborative partnerships with local, State, and Federal agencies as well as VSOs, faith-based and community organizations, and other stakeholder groups in order 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.
- Disseminates communications materials at diverse events, and advocates for the needs of survivors in the policy and programmatic decisions of VA.
- Tracks and recommends survivor legislative issues.
- Provides oversight of outreach programs to survivors at OSA events.
- Refers survivors to VA Administrations and Staff Offices to ensure they receive all benefits and services for which they are eligible.

Authorities

PL 110-389, Title II, § 222

VETERANS BENEFITS ADMINISTRATION



OFFICE OF THE UNDER SECRETARY FOR BENEFITS (20)

Mission Statement

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

Functions and Activities

The USB leads and directs the VBA.

- Oversees the administration of benefits and services to Veterans, Servicemembers, their dependents, and survivors. These benefits and services include compensation, pension, fiduciary services, educational opportunities, vocational rehabilitation and employment services, home ownership, and insurance.

- Communicates VBA’s vision, principles, policies, goals, expectations, and outcomes to OSVA, other Department officials, the Office of Management and Budget (OMB), Congress, GAO, Veterans, VSOs, other Federal agencies, and external stakeholders.
- Coordinates critical policy and program issues throughout the organization and externally.
- Manages and controls communications and fosters greater cooperation and communication both to and from internal and external stakeholders.
- 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. These presentations include both program oversight information and recommendations for new program initiatives.
- Establishes committees, advisory groups, and review bodies as necessary to provide information and advice to the USB.
- The Office of the USB operates VBA’s regional and central offices.
- Establishes and implements clear policies, practices, and management controls for all VBA business lines (Compensation Service, Pension and Fiduciary Service [P&F], Education Service, Service [VR&E], Loan Guaranty Service [LGY], Insurance Service, and Benefits Assistance Service [BAS]).
- Leads, guides, and directs the field offices through VBA’s Office of Field Operations (OFO) and VBA programs through the Services and Staff Offices.
- Establishes standards and policies on national workforce issues.
- The Office of the USB collaborates with DoD to expand information sharing and identify improvements in benefits delivery and claims processing:
- Serves as co-chairperson of the Benefits Executive Council (BEC) and a member of the Joint Executive Council (JEC).
- Works with the Wounded Warrior Care and Transition Office and other DoD entities.
- Coordinates, develops, and recommends milestones for the BEC working groups that are reported in the JEC strategic plan and annual report.

VBA OFFICE OF THE CHIEF OF STAFF (20A)

Overview

The VBA Office of the Chief of Staff works closely with the USB, the Principal Deputy Under Secretary for Benefits (PDUSB), and the Deputy Under Secretaries 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 COS manages VBA’s executive correspondence, corporate communications, congressional and legislative affairs, and development of regulations. The COS provides executive leadership to the following offices: Office of Management, Office of Resource Management, Office of Performance Analysis and Integrity, and Office of Communications and Case Management.

Functions and Activities

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

- Coordinates the policies, plans, and operational approaches designed to most effectively carry out the mission of VBA.
- Coordinates, disseminates, and responds to all requests for information from VBA by the Department and the White House.
- Coordinates, disseminates, and responds to all requests for information from external stakeholders, such as members of Congress, VSOs, other Governmental agencies, and the general 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 general public.
- Provides written testimony, prepares briefings, and prepares effective support to witnesses preparing for hearings and briefings that have an impact on the VHA and VA.
- Ensures that VBA works closely and effectively with partners throughout the Department, including but not limited to OSVA, Office of Management (OM), OCLA, OPIA, Office of General Counsel (OGC), and the Office of Policy and Planning (OPP).

The VBA Office of the Chief of Staff develops, coordinates, and conducts corporate communications by expanding VBA's communication processes and efforts, and strengthening VBA's advocacy with Veterans, Servicemembers, and their families.

- Develops and executes an integrated VBA communications plan on transformation.
- Supports requirements for VBA senior leaders (speeches, briefing packets, and special graphics projects).
- Provides communications support to transformation activities that include embedded assistance to the VBA Operations Center.
- Embeds VBA communications planning and processes in future VBA transformation efforts.
- Promotes VBA's transformation and greater public awareness of VBA's mission.

OFFICE OF CORPORATE COMMUNICATIONS (20A4)

Overview

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

Functions and Activities

Collaborates with VBA service and staff offices to define the VBA's communication objectives and project management goals.

- Creates a communications framework for the distribution of information.

- Prepares communications plans, news releases, daily messages, articles, bulletins, and other information material as requested for release both within and outside VA.
- Represents VBA as technical expert at conferences, training workshops, etc., specifically requiring technical expertise in the area of public affairs.

EXECUTIVE REVIEW (20A11)

Overview

Executive Review has overall responsibility for the management and processing of 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 general public.

Functions and Activities

- Ensures program and staff office adherence to controls for assigned communications and also monitors for compliance.
- Reviews all correspondence to maintain uniformity and consistency with Administration and Departmental policy, plans, and objectives.

CONGRESSIONAL AFFAIRS OFFICE (20A2)

Overview

The Congressional Affairs Office has overall responsibility for VBA congressional and legislative activities.

Functions and Activities

- Liaison for congressional oversight requests, including coordinating hearing preparation, briefing requests, site visits, and responding to email inquiries.
- Analyzes new or amended legislation that would impact Veterans benefits programs.
- Coordinates VBA's legislative proposals in OMB's A-19 process. Collaborates with program offices to develop proposals and obtain concurrence.
- Coordinates congressionally mandated reports to authorizing committees and congressional tracking reports to appropriating committees.

OFFICE OF COMMUNICATIONS AND CASE MANAGEMENT (20A3)

Overview

The Office of Communications and Case Management has overall responsibility for all activities related to resolving and responding to inquiries from Veterans that have reached the level of the SECVA and the USB.

Functions and Activities

- Provides expertise on special issues and problems requiring in-depth technical analysis.
- Develops pertinent facts and communicates with senior officials to resolve issues.

VBA/DoD PROGRAM OFFICE (201D)

Overview

The VBA/DoD Program Office provides a single point of oversight and accountability for VBA's collaboration with DoD. This office has operational responsibility for cooperative programs with VA and DoD. These responsibilities include the Integrated Disability Evaluation System (IDES); the Benefits Delivery at Discharge (BDD) program; the Quick Start Program; and the Transition Assistance Program (TAP), which includes implementation of the VOW to Hire Heroes Act (November 21, 2011), and the White House Task Force Veterans Employment Initiative (VEI).

Functions and Activities

The VBA/DoD Program Office works closely with the USB, the PDUSB, the COS, the VA/DoD Collaboration Office, and DoD officials to expand information sharing and identify improvements in benefits delivery and claims processing.

- Develops and coordinates VBA/DoD planning guidance.
- Supports and maintains the planning framework to effect implementation of VBA/DoD strategic goals, objectives, and strategies.
- Collaborates with the BEC and the Health Executive Council (HEC) to collect and integrate functional capability requirements, define interagency requirements, and produce program road maps and architectures.
- Coordinates, develops, and recommends milestones for the BEC working groups that are reported in the JEC strategic plan and annual report.
- Defines business rules and requirements to develop or modify business processes.
- Develops plans for monitoring, leading, and conducting analysis of VBA/DoD to establish long-term plans, goals, and objectives, including identification of key milestones and constraints.
- Coordinates VBA/DoD responses to various high-level requests for planning information and subsequent achievements through reports.

Authorities

38 USC § 306 Chapter 77

38 CFR § 2.6(b)

OFFICE OF STRATEGIC PLANNING (20S)

Overview

The Office of Strategic Planning directs and coordinates VBA's transformation and innovation efforts to achieve strategic goals by focusing on re-engineering business processes, technology and infrastructure, and creating a culture centered on advocacy for Veterans. This includes leadership of VBA's three major initiatives: the Veterans Benefits Management System (VBMS), Veterans Relationship Management (VRM), and Chapter 33 Long-Term Solution.

Functions and Activities

The Office of Strategic Planning directs VBA's strategic planning efforts.

VBA's national planning guidance and strategic planning efforts are consistent with the strategic objectives and agency priority goals (APGs) articulated by the Department.

- Maintains and implements VA/VBA strategic goals, objectives, and strategies.
- Drives VBA's transformation, ensures timelines are maintained and deadlines are met by monitoring and measuring progress toward strategic goals.

The Office of Strategic Planning directs VBA's claims transformation efforts.

- Identifies and recommends strategic initiatives to improve claims process.
- Works with internal and external stakeholders to successfully integrate VA leadership's directives.
- Ensures efficient, effective, and timely execution of assigned programs in accordance with established objectives, schedules, and program funds.
- Identifies trends and analyzes them for applicability to VBA's process.
- Provides direction, coordination, and administrative support to the Operations Center to ensure their success in monitoring and managing VBA's transformation.

The Office of Strategic Planning manages the strategic coordination efforts for VBA.

- Identifies and recommends issues for the Executive Synchronization Committee (ESC).
- Aligns and integrates VBA's VBMS, VRM, Office of Business Process Integration (OBPI), and Chapter 33 Long-Term Solution.
- Identifies and recommends issues for the Benefits Portfolio Executive Board/Benefits Portfolio Steering Committee.

The Office of Strategic Planning provides program and project management support for VBA.

- Establishes standard project management processes to ensure integration of major programs and project development for VBA and its stakeholders.
- Coordinates, measures, analyzes, and forecasts results of strategic initiatives by evaluating performance metrics and outcomes.

The Office of Strategic Planning implements information technology that maximizes efficient processing and payment of education benefit claims through the Chapter 33 Long-Term Solution.

- Assesses system capabilities needed based upon laws, statutes, and existing resources.
- Composes business requirements and transmits to VA IT for development.
- Develops automated rules-based technology for certain Post-9/11 GI Bill claims.
- Provides subject matter expertise to assist VA IT during development efforts.
- Conducts user testing before and after system deployment.

The Office of Strategic Planning coordinates the Planning, Programming, Budgeting, and Execution (PPBE) process to allocate resources within VBA.

- Provides guidance to Staff Offices and business lines on developing program proposals.
- Documents VBA's multi-year programming of resources.
- Identifies the policies, strategy, and prioritized goals for VBA.

Authorities

38 USC § 306 Chapter 77

38 CFR § 2.6(b)

OFFICE OF BUSINESS PROCESS INTEGRATION (20 C)

Overview

The Office of Business Process Integration ensures that VBA's strategic needs and requirements for business and data systems are properly documented, integrated, and communicated. OBPI works with OIT to facilitate the design, development, and implementation of business systems and information technology to enhance claims processing within VBA.

Functions and Activities

OBPI identifies the strategic business needs for VBA's IT systems.

- Develops and maintains a comprehensive VBA strategic vision for business and data systems.
- Manages business resources dedicated to VBA's legacy business IT systems and all other IT systems, and identifies key operational business requirements related to these IT systems.
- Manages VBA business and data systems investments to maximize return on investment.
- Supports "One VA" initiatives.
- Supports VBA Business Governance processes (portfolio reviews).
- Maintains an active list of portfolio initiatives for business systems/business capabilities.
- Identifies opportunities for portfolio integration and improvement.

OBPI facilitates the design, development, and implementation of VBA's business and information technology systems used for claim processing within VBA.

- Identifies and documents cross-cutting business requirements.
- Coordinates and executes large-scale, cross-cutting initiatives.
- Ensures business needs and requirements are properly documented, integrated, and communicated both internally and externally.
- Oversees the implementation of the Veterans Service Network (VETSNET).
- Prepares requests for development and information sharing activities.
- Coordinates with VBA's business lines and external agencies to develop and control business data sharing agreements.

- Develops and executes business application deployment strategies in coordination with the OFO.
- Validates that applications meet business requirements through testing.
- Executes the preparation of business applications for production release.

OBPI manages VBA business and data systems to maximize return on investment.

- Identifies and documents cross-cutting processes.
- Collaborates and consults on IT budget execution.
- Represents VBA in the IT governance model.
- Provides oversight and executes the VBA governance plan.
- Executes acquisition management.
- Executes correspondence management and control.

OBPI facilitates the development of data requirements and integrates these elements across key business systems.

- Supports VBA long-term planning of business systems support.
- Identifies data requirements for critical business systems.
- Engages development teams and business sponsors to address the issues of data governance and data integrity across business systems and platforms.

OBPI facilitates the development of business reports and integrates these elements across key VBA IT systems.

- Coordinates VBA's effort to develop key business reports.
- Engages development teams, business sponsors, and VBA leadership to address the issues related to developing reports, information access, and information transparency.

OBPI oversees the Veterans Claim Intake Program (VCIP).

- Develops, manages, and controls the claims intake concept of operations, road map, and transition plan.
- Defines, manages, controls, and coordinates the delivery of claims intake solutions.
- Provides acquisition management support including acquisition planning, acquisition package development, and source selection.
- Provides deployment planning and coordinates claims intake releases.

Authorities

38 USC

38 CFR

VETERANS BENEFITS MANAGEMENT SYSTEM PROGRAM MANAGEMENT OFFICE (20S1)

Overview

The Veterans Benefits Management System Program Management Office (PMO) is developing an end-to-end paperless claims processing system that incorporates improved business processes with technology. VBMS will assist in eliminating the claims backlog and serve as the enabling technology for quicker, more accurate, and integrated claims processing in the future.

Once deployed, the core mission of VBMS is to help improve the timeliness and quality of claims decisions and processes, and help our Veterans receive the high degree of service they expect and deserve.

Functions and Activities

The VBMS PMO provides critical cross-program services, skills, and knowledge focused on the detailed business aspects of the integration and delivery of specific projects within the VBMS program.

- Ensures operational environment is established and ready to accept the deployed solution (facilities, infrastructure, trained staff, help desk, etc.). Serves as the primary POC to regional offices on matters related to transition management.
- Prepares analyses of alternative deployment strategies and selects or develops deployment strategy, directs the solution delivery schedule, serves as principle VBA representative to regional offices on deployment matters, and coordinates the implementation of VBMS PMO efforts related to deployment in concert with VBA OFO.
- Establishes solution performance targets and assesses performance of deployed pilots against performance targets.
- Conducts user-acceptance testing, including acceptance sign-off, and coordinates with Business Process Management in the development of user-acceptance testing procedures.
- Identifies and documents end-user training requirements.

The VBMS PMO manages activities associated with the administration and investments for VBMS program.

- Coordinates the statements of work, independent Government cost estimates, source selection plans and other acquisition package materials.
- Formulates and executes the General Operating Expense (GOE) budget and supports OIT Exhibit 300 budget justification activities associated with the VBMS program.

The VBMS PMO manages program governance and performance management activities, and develops and implements key control processes for the VBMS program.

- Promotes adherence to VA standards and practices.
- Develops and implements key control processes, such as risk, schedule, configuration, and performance management processes.

The VBMS PMO leads strategic planning and tactical efforts for stakeholder engagement, organizational change management to ensure a clear, consistent understanding of the VBMS program.

- Develops and implements training, workforce readiness, and communication strategies to prepare the VBA workforce to successfully transition to new processes and technology.

The VBMS PMO leads the development, definition, and management of business requirements for all VBMS program stakeholders.

- Represents VBA to regional offices on matters related to gathering business requirements for VBMS.
- Formalizes the business process requirements.
- Re-engineers business processes.
- Develops and conducts user testing scenarios.
- Analyzes and recommends business policy and procedure updates to the Compensation Service, P&F, and OFO resulting from re-engineering decisions.

Authorities

38 USC § 306 Chapter 77

38 CFR § 2.6(b)

VETERANS RELATIONSHIP MANAGEMENT PROGRAM MANAGEMENT OFFICE (20S2)

Overview

The Veterans Relationship Management Program Management Office engages, empowers, and serves Veterans and other clients with seamless, secure, and on-demand access to benefit information and services.

Functions and Activities

The VRM PMO manages the Veterans Relationship Management Initiative's acquisitions and contracts by developing capabilities and enabling systems to drive performance and outcomes.

- Formulates and executes the VRM GOE budget and supports OIT Exhibit 300 budget justification activities associated with the VRM program.
- Coordinates the statements of work, independent Government cost estimates, source selection plans, and other acquisition package materials.

The VRM PMO manages the internal and external communications for this initiative.

- Coordinates the marketing and branding of the initiative with strategic planning and communications for internal and external stakeholders and customers.
- Establishes and develops relationships with media groups to ensure a message of continuity and clarity is communicated to Veterans and their families. Manages and provides support for a seamless organizational transition throughout the initiative.
- Coordinates, facilitates, and supports training prior to system deployment and implementation across the Nation and across all stakeholder initiatives.
- Develops and manages stakeholder relationships to ensure VA is improving quality and accessibility of benefits to Veterans, increasing Veterans' satisfaction, providing services continuously, and improving VA employee satisfaction.

The VRM PMO oversees program planning that follows a strong VA-integrated operating model with a focus on VA's strategic principles of being people centric, results driven, and forward looking.

- Manages the performance reporting system and implementation by enabling convenient and seamless interaction across the initiatives.
- Manages and supports configuration control for the initiative by creating organizational value and driving performance and outcomes.
- Ensures program standards across the initiative to reduce cost, maintain quality, and meet emergent national needs.
- Oversees program scope and schedule to ensure the effective delivery of world-class benefits with financial resources.

The VRM PMO manages the oversight of business processes to establish a strong VA management infrastructure and integrated operating model.

- Oversees the requirements development and traceability process to ensure baseline deliverable documents within scope pursuant to Project Management Accountability System (PMAS) standards.
- Develops business use case scenarios and oversees user acceptance testing results that enable 21st century benefits delivery and services.
- Develops policies and procedures that improve the readiness to provide services as needed in a time of crisis.
- Coordinates the design of Veteran-centric systems and infrastructure with the national call centers, VHA, NCA, and other Federal agencies, such as DoD, Department of Health and Human Services (HHS), and Social Security Administration, to enable 21st century benefits delivery and services.

Authorities

38 USC § 306 Chapter 77

38 CFR § 2.6(b)

OFFICE OF THE DEPUTY UNDER SECRETARY FOR DISABILITY ASSISTANCE (20P)

Overview

The Office of Disability Assistance (ODA) oversees the administration of benefits and services to Servicemembers, Veterans, their family members, and survivors.

Functions and Activities

The Office of Disability Assistance coordinates initiatives, projects, and procedural changes for four of the VBA's seven business lines: Compensation Service, P&F, Insurance Service, and BAS.

- Coordinates input from the business lines for VBA's annual benefits report that summarizes benefits and services provided by VBA.
- Coordinates and compiles data from the business lines for briefings to VBA leadership on activities and achievements.
- Ensures transformation initiatives are executed and aligned with VBA objectives.
- Directs and oversees new initiatives, objectives, policies, and standards established to improve VBA services and programs.

- Develops and presents solutions to problems that affect day-to-day program management activities.

ODA formulates and promulgates policies, regulations, plans, procedures, guidance, and instructions necessary to implement and maintain effective program operations for all business lines.

- Develops performance measures and conducts performance reviews to assess the functional capabilities of program areas within the business lines.
- Reviews proposed legislation and Executive Orders to conduct long-range planning and evaluate immediate and long-term impacts on the fiscal, manpower and economic resources of the business lines.
- Recommends changes to current laws to make Veterans benefit programs more goal-oriented, equitable, and efficient.
- Provides technical and professional direction to the business lines regarding benefit programs, such as policy statements, program guides, manuals, general operating instruction, and program evaluations.

ODA analyzes Department-wide programs, functions, and organizations to determine whether current management systems efficiently accomplish objectives sought and whether they provide controls necessary for sound management.

- Maintains an efficient system of internal and external program integrity; coordinates integrity issues with the GAO and OIG, and ensures that the business lines implement appropriate corrective actions.
- Issues directives to the business lines regarding internal management and informs VBA leadership of accomplishments and operational problems within the program areas.

ODA formulates, executes, and analyzes budgets and resources.

- Reviews business-line needs and budget submissions for execution and formulation of their programs.
- Analyzes efficiencies and reassigns resources as needed to support the achievement of major VA initiatives.
- Evaluates budgetary compliance and develops planning mechanisms to forecast needs of the business lines.
- Participates in congressional hearings, conferences, and meetings to gain compliance, address and resolve issues, and concerns relating to program activities.

ODA supports VBA governance plan/portfolio for implementation and design of information technology systems.

- Advises and represents business lines at Benefits Portfolio Executive Board and Benefits Portfolio Steering Committee meetings on various IT projects aimed to maximize the efficient delivery of benefits and services to Veterans.
- Identifies resource requirements to develop the policies and procedures of VBA systems, to achieve results and safeguard the integrity of VBA programs and data.
- Ensures business line compliance with developing VBA systems to maintain accountability in processes and sustain the strategic goals and objectives of the organization.

ODA conducts, plans, and organizes special or confidential projects, and/or management-directed studies.

ODA facilitates VBA's collaborative relationships with intergovernmental and non-governmental organizations.

- Coordinates the USB's collaboration with VSOs, the BEC, the Senior Oversight Committee, the Wounded Warrior Care and Transition Office, and other DoD entities to expand information sharing and identify improvements in benefits delivery and claims processing.
- Communicates program objectives to OMB, OIG, GAO, State and local government agencies, and congressional officials.

Authorities

38 USC § 306 Chapter 77

38 CFR § 2.6(b)

COMPENSATION SERVICE (21C)

Overview

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

Functions and Activities

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

- Drafts proposed and final rules and develops Disability Benefits Questionnaires (DBQs).
- Determines operational and policy requirements.
- Conducts advisory reviews, participates in special case reviews and prepares decision assessment documents to analyze the effects of decisions by the U.S. Court of Appeals for Veterans Claims and the U.S. Court of Appeals for the Federal Circuit.
- Represents the Advisory/Judicial Review Staff as a member of assigned project teams.
- Represents Compensation Service on legislative and policy matters and special projects.

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

- Establishes and maintains computer-matching agreements between VBA and other Government agencies.
- Issues and administers procedural guidance implementing the laws governing VA benefits. This includes guidance for the pre-discharge programs: BDD, Quick Start, and IDES.
- Maintains and organizes the forms, publications, and letter templates for Compensation Service.
- Rewrites and organizes the M21-1MR Adjudication Procedures.

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

- Develops and facilitates training for new, intermediate-level, and journey-level employees.
- Develops and monitors the National Training Plan for claims processors.

- Collaborates with OFO 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 completed claims and appeals.
- 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 OFO to ensure training is accurate and relevant to the knowledge, skills, and abilities needed for the MSC positions.

The 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 are being utilized to the fullest extent to improve the timeliness and accuracy of claims processing.
- 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 SMEs 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 OFO, regional office representatives, and Compensation Service staff to monitor the relevance and accuracy of the skill certification test content.
- Works with the contractor to ensure that the test content is relevant to the knowledge, skills, and abilities needed for employees and supervisors directly involved with claims processing.

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

- Controls and oversees the Systematic Technical Accuracy Review (STAR) program, which conducts rating consistency and special focus reviews with regular, random samples from each station.
- Conducts monthly rating quality calls to disseminate STAR results/information to regional office personnel.
- Posts monthly STAR reports for current and previous fiscal year to STAR Web page.
- Publishes quarterly “QA Times” 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 (grant rate and evaluation assignments) for most common diagnostic codes to identify inconsistencies in regional office rating determinations.
- Conducts focused, audit-style reviews of samples of rating decisions based on results of data analysis described above.
- Administers Inter-Rater Reliability Studies to assess nationwide consistency in eligibility determinations.

- Collaborates with VHA's Disability and Medical Assessment Program Office (DMA) on VBA's compensation and pension examination requests process. This includes monitoring the accuracy of compensation and pension examination requests nationwide, maintaining the DMA Collaboration Database (DMA Website) and DBQs Switchboard.
- Conducts online rater satisfaction surveys of disability examination reports.
- Conducts regional office site visits to ensure that VBA policies and procedures pertaining to the compensation business line are followed consistently nationwide.
- Oversees rewrites and updates to VBA manual, M21-4, Appendix C, and Chapters 2 and 4.

The 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.

- Develops VETSNET claims processing functionality to include business process analysis, requirements, testing and 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-Virtual VA applications.
- Develops and maintains the Virtual VA Suite of Applications, a key enabling technology for paperless claims processing, which increases responses to Veterans' inquiries and claims needs by eliminating the boundaries 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.

Authorities

38 USC Chapters 1, 11, 18, 51, 53, 61, 77
38 CFR Parts 34
Federal Advisory Committee Act (1972),
5 USC Appendix 2

PENSION AND FIDUCIARY SERVICE (21PF)

Overview

The Pension and Fiduciary Service administers VA's needs-based pension program for wartime Veterans and their survivors, the parents' dependency and indemnity compensation (DIC) program for dependent parents, DIC program for the survivors of Veterans who die as a result of a service-connected disability, and burial benefits program for survivors and other individuals who paid for a deceased Veteran's burial or funeral. P&F also administers VA's fiduciary program for beneficiaries who cannot manage their VA benefits.

Functions and Activities

P&F manages and oversees the Department's fiduciary program.

- Develops, maintains, coordinates, and implements the regulations, policies, and procedures governing the fiduciary program.

- Provides technical, program-specific advice regarding existing and proposed legislation affecting the fiduciary programs.
- Develops, maintains, and implements national training standards for VA employees adjudicating fiduciary requirements. Develops, validates, maintains, and deploys printed and electronic materials supporting classroom and online training for the fiduciary programs.
- Conducts national quality reviews of regional offices and fiduciary hub decisions.
- Develops protocols for and conducts site assistance visits for the purposes of (1) assisting the regional offices 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 the fiduciary program.
- Conducts outreach to educate individuals, train current fiduciaries, and recruit potential fiduciaries willing to serve beneficiaries in their best interest as payees.
- Works with VA business lines to improve current information technology applications and create new applications to enhance the timeliness, quality, and transparency of fiduciary decisions.

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

- Develops, maintains, coordinates, and implements the regulations, policies, and procedures.
- Provides technical, program-specific advice regarding existing and proposed legislation.
- Develops, maintains, and implements national training standards for VA employees who adjudicate claims.
- Develops, validates, maintains, and deploys printed and electronic materials supporting classroom and online training.
- Conducts national quality reviews of adjudication decisions performed at the VA Pension Management Centers (PMCs).
- Develops protocols for and conducts site visits for the purposes of assisting the PMCs in complying with policies and procedures, identifying areas for improvement, and establishing best practices.
- Addresses the concerns of external and internal stakeholders in matters related to programs administered by P&F.
- Coordinates with BAS to improve the outreach efforts to Veterans and survivors.
- Works with various business lines to improve current information technology applications and create new applications to improve the timeliness and transparency of benefit decisions.

Authorities

38 USC § 1315 Chapters 1, 13, 15, 23, 51, 53, 55, 61

38 CFR Parts 3, 13

INSURANCE SERVICE (29)

Overview

The 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, and provides universally available life insurance benefits to Servicemembers and their families, as well as traumatic injury protection insurance for Servicemembers. All benefits and services will be provided in an accurate, timely, and courteous manner and at the lowest achievable administrative cost. Insurance coverage will be provided in reasonable amounts at competitive premium rates. A competitive, secure rate of return will be ensured on investments held on behalf of the insured.

Functions and Activities

The Insurance Service provides the same or better life insurance benefits than those available to private citizens when these programs were established. 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.

- 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 USGLI premiums, including deduction from compensation or pension benefits, deduction from annual dividend distribution, deduction from retired service pay, electronic funds transfer, and waiver of premiums or payment by check.
- Sets policy reserves and formulates dividend scales for each USGLI program based on the mortality experience and investment earnings of the funds.

Insurance coverage and services will be provided 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.

- Underwrites and issues USGLI 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.

Insurance coverage and services will be provided 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).

- Provides supervision, guidance, and direction to the Government-sponsored, commercially administered SGLI, VGLI, FSGLI, and TSGLI programs.

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

Authorities

38 USC Chapters 19, 21, 77

38 CFR Parts 6-9

BENEFITS ASSISTANCE SERVICE (27)

Overview

The Benefits Assistance Service serves as an advocate for Servicemembers, Veterans, eligible beneficiaries and other stakeholders, to ensure they are knowledgeable and informed about accessing and receiving VA benefits and services.

Functions and Activities

BAS facilitates and oversees outreach for VBA.

- Assists regional offices, regional processing offices, and Regional Loan Centers in actively engaging Servicemembers, Veterans, and their families to inform them about VA benefits and services.
- Assists local, State, and national partners with outreach activities targeted at specific groups, such as minority Veterans, women Veterans, elderly Veterans, homeless Veterans, former prisoners of war, incarcerated Veterans, faith-based organizations, and tribal affairs.
- Coordinates with other Federal agencies to provide benefits assistance and casualty assistance, the Overseas Military Service Program, TAP, National Guard Transition Assistance Advisors Program, Wounded Warrior Regiments, and the Yellow Ribbon Program.

BAS ensures quality by overseeing and training the eight national call centers for the VBA toll-free number, the National Pension Call Center, the National Inquiry Routing and Information System Response Center, and the Regional Office Public Contact Teams.

- Develops and updates training materials for public contact representatives (PCRs).
- Develops procedures and provides tools to respond to inquiries, including those made through the Inquiry Routing and Information System (IRIS), with accurate and current information relating to policies and procedures pertaining to benefits and services.
- Oversees and manages customer satisfaction surveys to help VBA identify and develop process improvements.
- Facilitates call monitoring to ensure the dissemination of accurate information and compliance to policies and procedures during telephone contact with VBA customers and their dependents.
- Facilitates call center site visits to ensure that VBA policies and procedures are followed to promote efficiencies.

- Provides training to call center managers and coaches to ensure they are knowledgeable of operations, benefits, services, policies, and procedures, and can effectively manage, coach and mentor PCRs.

BAS governs and oversees VBA Web communications.

- Oversees and manages all VBA Internet and intranet content, to include the creation of new Websites, application approvals, and maintain VBA's social media presence.
- Ensures all VBA Web pages are in compliance with VA and VBA policies and procedures for establishing and maintaining WebWebsites per VA Directive/Handbook 6102.
- Identifies potential training topics and conducts training as necessary.
- Analyzes VBA Web content and user needs, and evaluates other organizations' best practices and technologies to improve VBA Web services.
- Participates in VA committees and boards regarding implementing VA and Federal Web standards and maximizing VA's effectiveness on the Web.
- Supports the development of content and self-service business requirements for the eBenefits portal and assists regional offices in promoting and issuing DoD self-service logons for the use with the eBenefits portal.
- Serves as Department lead for Benefits.gov.
- Manages and represents VBA on the administration of the IRIS.
- Provides primary administrator oversight of the Veterans Tracking Application and assists in identifying appropriate business requirements for the required modifications.

BAS serves as VBA's liaison with VSOs and DoD partners.

- Facilitates partnerships with VSOs/stakeholders through recurring meetings and relationships to keep them apprised of VBA activities.
- Collaborates and partners with the DoD on numerous initiatives, task forces, and work groups to enhance benefits delivery and customer service.
- Collaborates with numerous Federal and State partners to assist in the delivery of benefits and services, which may include critical and sensitive missions.

Authorities

38 USC §§ 306, 320 Chapters 20, 63, 77
38 CFR § 2.6(b)

OFFICE OF THE DEPUTY UNDER SECRETARY FOR ECONOMIC OPPORTUNITY (20E)

Overview

The Office of Economic Opportunity (OEO) aligns policies, procedures, and strategic priorities, and develops partnerships (i.e., schools, States, lenders, prospective employers) and interagency agreements (i.e., Department of Education, Department of Labor, and DoD) to promote economic opportunities for Veterans by providing access to education, vocational rehabilitation, employment and affordable home ownership.

Functions and Activities

OEO coordinates initiatives, projects, and procedural changes for three business lines: VR&E Service, Education Service, and LGY Service.

- Develops and maintains tracking mechanisms to manage business line activities.
- Facilitates and monitors the implementation of new legislation and delivers results to VBA leadership.
- Compiles data and presents briefings to VBA leadership on activities and achievements of OEO business lines.
- Manages input from OEO business lines and coordinates with VBA leadership to implement policy and procedural changes.
- Works collaboratively with business lines to ensure transformation initiatives are executed in sync with VBA objectives.

OEO provides direction and input on policies that govern the OEO business lines.

- Collaborates with VBA leadership in the development of new policies to ensure alignment with economic opportunity objectives.
- Communicates with OEO business lines and delivers strategic feedback to VBA leadership on proposed policy and procedural changes.
- Delivers guidance to business lines to ensure compliance with the objectives of VBA leadership.

OEO ensures that budgets and resources for the OEO business lines are aligned to maximize outcomes.

- Identifies interconnecting OEO business line needs and allocates resources to improve service delivery to Veterans.
- Analyzes efficiencies and reassigns resources of OEO business lines to support achievement of major VA initiatives.
- Evaluates budgetary performance and develops planning mechanisms to forecast needs of OEO business lines.

OEO develops and implements strategy plans that create synergies and cross-collaboration among OEO business lines.

- Collects, interprets, and analyzes qualitative and quantitative data pertaining to business line activities and benefit administration.
- Identifies areas where synergies already exist or could be developed to maximize economic outcomes for Veterans.
- Creates and manages cross-functional work groups among OEO business lines to coordinate activities and enhance overall benefit delivery to Veterans.
- Ensures OEO business line resources are properly aligned to meet interconnected needs.

OEO leads activities with agencies that influence economic opportunity outcomes for Veterans.

- Coordinates with external governmental and nongovernmental agencies to produce better outcomes in the delivery of benefit services to Veterans.
- Leads VBA's efforts and provides staff support for multiple joint governing bodies, including the VA/DoD/Department of Labor Task Force on employment issues.
- Coordinates VBA responses to external requirements and mandates, such as those created by Congress.
- Represents VBA at national events and perform outreach activities to increase visibility and awareness of benefits available to Veterans, such as VA career fairs, small business conferences, VSO events, etc.
- Facilitates targeted outreach campaigns to disseminate information about OEO business line benefit programs and the services they provide.

Authorities

38 USC § 306 Chapter 77

38 CFR § 2.6(b)

EDUCATION SERVICE (22)

Overview

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

Functions and Activities

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

- Drafts proposed interim final and final 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 OMB to facilitate processing of benefits and data collection from beneficiaries.

The Education Service supports the Regional Processing Office 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.

The 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 productivity for Education Service purposes in conjunction with OFO.
- Provides direct customer service to beneficiaries on an ad hoc basis, and addresses congressional inquiries submitted to VA on behalf of claimants.

The 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.

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

- Composes business requirements for Chapter 33 Long-Term Solution and other 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.

The 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.
- Serves as Education Service liaison on corporate IT initiatives.

The 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.

Collaborates with the OEO and aligns activities with LGY and VR&E.

Authorities

38 USC Chapters 30, 32-36

38 CFR Part 21, Subparts B, C, D, G, H, K, P

PL 112-56

10 USC § 510

10 USC Chapters 1606-1607

LOAN GUARANTY SERVICE (26)

Overview

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

Functions and Activities

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

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

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

- Ensures VA has seamless access to life-of-loan information so that VA loan servicing staff can advocate for Veterans who are facing loan default.
- Forges partnerships across Government agencies to ensure unified Government response to VA borrowers in times of national emergency or economic crisis to ensure borrowers have maximized opportunity to retain their homes and avoid foreclosure.
- Works with private sector loan servicers to ensure that borrowers are offered a comprehensive set of financial options that could help them retain their home or avoid foreclosure (e.g., loan modifications, repayment plans, and deeds-in-lieu of foreclosure or short sales).
- Conducts outreach to Veterans, private-sector loan servicers and other industry stakeholders to ensure that VA remains at the forefront of the industry in offering home retention options and alternatives to foreclosure.

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

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

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

- Conducts initial interviews with Veterans and their families to explain the SAH grant benefit process and how it may be of assistance in meeting their disability-related housing needs.
- Conducts a feasibility inspection to determine if an existing home can be adapted to meet a Veteran's housing needs and SAH benefit requirements.
- Assists Veterans with locating and educating contractors/builders regarding SAH minimum property requirements and other accessible features.
- Conducts cost analysis and program oversight with desk and field reviews to minimize potential fraud, waste, and abuse due to misinterpretation of construction plans and contracts.
- Acts as a mediator to resolve complaints between Veterans and third parties involved with SAH program administration.

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

- Conducts outreach to Native American tribes and their members to increase awareness of the program.
- Enters into memorandums of understanding that outline the rights and responsibilities of the respective Governmental entities.
- Funds direct loans to qualified Native American Veterans living on Federal Trust land.
- Conducts construction compliance inspections on new homes that secure Native American direct loans.

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

- Conducts audits/reviews of private-sector lenders, servicers, appraisers, and general contractors/builders to ensure they adhere to VA's laws, regulations, and policies for delivering the VA home loan guaranty benefit and program services.
- Conducts regular reviews of the work being done by Regional Loan Center staff (LoanSTAR, site visits, ad hoc analysis, etc.) to ensure field stations are in compliance 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.
- Offers VA-backed financing to qualified purchasers of VA-acquired properties.

LGY collaborates with the OEO and aligns activities with the Education Service and VR&EVR&E as appropriate.

Authorities

38 USC Chapters 30, 32-36

38 CFR Part 21, Subparts B, C, D, G, H, K, P

PL 112-56

10 USC § 510

10 USC Chapters 1606-1607

VOCATIONAL REHABILITATION AND EMPLOYMENT SERVICE (28)

Overview

The Vocational Rehabilitation and Employment Service (VR&E) provides services and assistance necessary to enable Veterans with service-connected disabilities to become employable and obtain and maintain suitable employment, and to the maximum extent possible, achieve independence in daily living.

Functions and Activities

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

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

- Conducts monthly calls and provides corresponding newsletters to regional offices in order to ensure information is documented to ensure consistency.
- Maintains the Knowledge Management Portal (KMP), which centralizes all VR&E documents, to include the M28 VR&E Procedures Manual, 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 Electronic Performance Support System (EPSS), an online reference and information tool designed to enhance performance of Vocational Rehabilitation Counselors (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 and controls 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.
- Increases program awareness by establishing strategies to rebrand the public face of VR&E; builds appropriate message to reach today's Veteran population; determines multiple forms of marketing and associated materials appropriate to increase program awareness; and monitors effectiveness to revise future efforts.
- 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.
- Simplifies access for Veterans to find employment by redesigning VR&E's Veteran-centric online job portal, VetSuccess.gov. Continues to enhance Veteran tools, expands online job opportunities, and upgrades content.

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. Coordinates with ORM to finalize budgetary needs and assist in preparing the President's budget.
- Monitors budget execution and adjusts budget as needed to meet emerging VR&E or VBA mission.
- Monitors and reports on the status of the general operating budget, funding of program, interagency agreements and service contracts.
- Administers national allocations to the Revolving Fund Loan (RFL) Program and the Educational Vocational (EdVoc) Fund.
- Reviews and processes all service contracts through the acquisitions' review staff.
- Ensures all acquisitions are in compliance with the acquisition process and support the Department's socioeconomic goals for small and disadvantaged businesses.

VR&E oversees regional outreach and service provision to Veterans.

- Provides quantifiable measures of the accuracy of decisions, procedures, and service provision in order 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, and vulnerabilities to waste, fraud, and abuse of benefits.
- Develops and provides training based on identified trends.
- Conducts case reviews of a random sample of cases from each regional office on a monthly basis to evaluate for accuracy of decisions and provision of services.

- Identifies required actions for correction of errors and provides them to OFO and the appropriate regional office for action.
- Identifies trends in order to evaluate management, resource, system, policy, and training needs.

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

- Serves as technical consultant/advisor to VR&E regional offices on rehabilitation policy, employment, and independent living services.
- 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 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 central and regional office staff to identify gaps and training needs related to the delivery of VR&E services. Develops a training plan that is comprehensive, clear, and that satisfies the needs for both novice and expert personnel.
- Develops leaders with well-planned training programs aligned with VR&E and VA business objectives and strategies for both novice and experienced personnel.
- Develops VACO staff by designing training programs tailored to the specific needs and function of VR&E service and the impact on the overall business line strategy and goals.
- Ensures delivery of training in multi-channel ways, taking advantage of technological advances.

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

- Collaborates with DoD to conduct outreach and early intervention counseling at IDES locations and through the Coming Home to Work (CHTW) program.
- Collaborates with the VHA, colleges, and universities to ensure supportive services are provided to the Post-9/11 GI Bill student-Veteran through the VetSuccess on Campus (VSOC) program.
- Coordinates and conducts effective outreach to special Veteran populations to increase participation and ensure successful outcomes, such as National Guard and National Reserve components, female Veterans, etc.

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.

- Establishes and maintains a national and local network of potential private and public sector employers through the use of employment coordinators' "account management" approach and through marketing the use of the VA VetSuccess.gov Website.
- 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, special employment incentive programs, internships, 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 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, SDVOSBs, Veteran-Owned Small Businesses, and Historically Underutilized Business (HUB) Zone Small Businesses are considered and documented in all VR&E acquisition packages.

VR&E continues to develop and refine effective IT systems.

- 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.
- Develops Veteran-facing tools in collaboration with VRM to assist Veterans in maximizing self-service and expand access to tools that maximize success throughout the rehabilitation continuum.
- Updates tools that make policy, procedures, regulations, and training materials easily accessible to staff.

VR&E collaborates with the OEO and aligns activities with LGY and the Education Service as appropriate.

Authorities

38 USC Chapters 1, 18, 31, 35, 36

38 CFR Part 21, Subparts A, C, D, M

OFFICE OF FIELD OPERATIONS (20F)

Overview

The Office of Field Operations oversees operations at VBA's area offices, regional offices, the Records Management Center (RMC), and the Appeals Management Center (AMC). Additionally, OFO oversees operations at satellite offices that are located in cities and areas with significant demand for benefits counseling. These operations consist of compensation and vocational rehabilitation claims and appeals processed at all regional offices; pension claims, and appeals processed at the three pension management centers; housing benefits claims and appeals processed at the Regional Loan Centers at eight of the regional offices; education benefits claims and appeals processed at the regional processing centers at four regional offices; and Board of Veterans' Appeals (BVA) remands and grants processed at the AMC.

Functions and Activities

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

- Reviews and evaluates management goals and objectives for VBA field and area 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 area offices, and the AMC.
- 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, SDVOSBs, Veteran-Owned Small Businesses, and HUB Zone Small Businesses are considered in VBA acquisitions.

OFO oversees the VBA Operations Center.

- Prepares, executes, and assesses the implementation of transformation initiatives, managing the project life cycle through a comprehensive Work Breakdown Structure and Critical Path methodology.
- Monitors and supports regional offices through an end-user hotline, which is open during normal business hours.
- Gathers and reports performance metrics to provide support for VA leadership decision-making.

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 area offices, regional offices, RMC, and AMC 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 takes action 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.

OFO manages the AMC.

- Supervises AMC, VBA's centralized processing center for appeals remanded by BVA.
- Monitors, tracks, and evaluates AMC's performance and workload.
- Partners with BVA to analyze and monitor remand trends.

OFO manages the National Capital Region MSCs.

- Supervises VBA's MSCs located at the Walter Reed National Military Medical Center.

Authorities

38 USC § 306, Chapter 77

38 CFR § 2.6(b)

EASTERN, SOUTHERN, CENTRAL, AND WESTERN AREA OFFICES (20F1, 20F2, 20F3, AND 20F4)

Overview

Each Area Office is responsible for the effective management of the VBA regional offices for an assigned geographical area.

Functions and Activities

- Monitors, tracks, and evaluates operations/workload indicators of the regional offices within the area of jurisdiction.
- Provides direction, guidance, and oversight to regional offices on implementation of new or revised programs, policies, initiatives, and applications.
- Regularly visits the regional offices and meets with regional office leadership to ensure regional office operations conform to all applicable laws, regulations, and established policies and procedures.
- Monitors and evaluates the performance of the Regional Office Directors.

RECORDS MANAGEMENT CENTER (376)

Overview

The Records Management Centers responsibility is to review, process, store, and distribute Service Medical Records received from the Armed Services.

Functions and Activities

- Operates the VA Liaison Office at the National Personnel Records Center to process requests from regional offices for service data and service medical and personnel records needed to support claims adjudication on a national scale.
- Maintains Beneficiary Identification and Records Locator Subsystem (BIRLS) integrity, processes corrections to service data, and provides clerical support for 16 million claims folders.
- Furnishes service data and rating extracts to support eligibility inquiries from VBA, VHA, and NCA field offices and other branches of the Government.
- Receives and stores inactive claims folders. The RMC returns the folders to the regional offices upon request.
- Houses over 14 million claims files and over 2.8 million service medical records.

APPEALS MANAGEMENT CENTER (397)

Overview

The Appeals Management Center is responsible for the processing of appeals remanded by the BVA. A **remanded appeal** is an appeal that has been returned for development of additional evidence, due process, or reconsideration of issues.

Functions and Activities

- The AMC develops the remand, makes decisions based on evidence gathered, and authorizes payment of benefits.

- If the AMC is unable to grant an appeal in full, the AMC re-certifies it to the Board for continuation of the appellate process.

OFFICE OF MANAGEMENT (20M)

Overview

The Office of Management (OMGT) directs and oversees VBA's Offices of Employee Development and Training, Acquisitions, Administration, Emergency, and Facilities, Human Resources and Diversity Management, and Equal Employment Opportunity.

Functions and Activities

OMGT ensures that policies, concepts, and strategic approaches in offices under the jurisdiction of the Office of Management are successfully implemented in support of VBA's Veterans benefits programs and services.

- Advises VBA and Department officials on problems involving the relationship of specific work performed in OMGT with respect to broader programs and its impact on such programs.
- Liaises with the Department on issues regarding services and programs under the supervision of the OMGT.
- Recommends to the Under Secretary for Benefits plans, policies, regulations, procedures, standards, and legislation for VBA-wide application.
- Serves as a member of VBA's Executive Resources Board, Performance Review Board, and several senior-level task forces at the Departmental level.

OFFICE OF HUMAN RESOURCES (20M1)

Overview

The Office of Human Resources is responsible for recruitment, placement, succession planning, position management, classification, and employee and labor relations for VBA Central Office staffs and field offices.

Functions and Activities

- Ensures appropriate policies and plans exist to recruit, retain, and advance VBA employees.
- Ensures the successful execution and maximum use of human capital management principles and resources at all organizational levels.
- Administers VA's labor and employee relations program working with VA labor partners and OGC to provide beneficial guidance to VBA leadership on national grievances, unfair labor practices unit clarification, and other sensitive labor and employee relations issues.

OFFICE OF FACILITIES AND ADMINISTRATION (20M3)

Overview

The Office of Facilities and Administration oversees policy development and procedures for VBA's activities in the areas of emergency preparedness, facilities, environmental and materiel management, custody, and movement of Veterans' records and acquisition of service Department records needed to process Veterans' claims.

Functions and Activities

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

- Manages the areas of capital investment, privacy and security, and equipment inventory listing.
- Oversees VBA occupational safety and health program, forms, and records management, directives and publications, 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.

OFFICE OF ACQUISITION (20M3)

Overview

The Office of Acquisition provides direction, guidance, and support to the field and Central Office on acquisition-related issues.

Functions and Activities

- Ensures that contracts are processed accurately and awarded on time.
- Provides support and guidance on Federal Acquisition Certification in Contracting (FAC-C) Warrant Applications.
- Ensures that VBA's acquisition workforce accomplishes requisite training, education, and competency levels to successfully manage the acquisition cycle.

As the head of contracting activity (HCA) for VBA, the Office of Acquisition establishes and manages VBA's procurement program and appointments of warranted individuals.

- Implements and oversees VBA contracting requirements.
- Serves as the approving authority for field and Central Office warrant holders.
- Terminates appointments of warranted individuals.

OFFICE OF DIVERSITY MANAGEMENT AND EQUAL EMPLOYMENT OPPORTUNITY (20M2)

Overview

The Office of Diversity Management and Equal Employment Opportunity (DM&EEO) ensures that VBA's compliance with VA policies and directives, laws, executive orders, and other provisions that fosters a harmonious workplace that is free from discrimination with a diverse workforce that is committed to delivering quality care and services to our Nation's Veterans, Servicemembers, family members, and survivors.

Functions and Activities

- Processes Title VII EEO complaints filed with ORM by employees and applicants who allege employment discrimination.

- Processes Title VI discrimination complaints filed by students against proprietary schools referred by the Department of Education in accordance with VA's delegated agreement with the Department of Education.
- Manages VBA's Alternative Dispute Resolution Program in compliance with the EEOC's regulations.
- Coordinates and provides EEO, diversity, and inclusion training to employees, managers, and supervisors.
- Submits compliance reports and plans annually.
- Manages VBA's Summer Internship Program.
- Oversees VBA's Special Emphasis Program commemorating special historical events and the contributions of ethnic groups and individuals.

OFFICE OF EMPLOYEE DEVELOPMENT AND TRAINING (20M3)

Overview

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

Functions and Activities

- Provides learning services to VBA employees.
- Provides technical training and evaluation services to VBA employees.
- Manages the Veterans Benefits Academy.
- Provides VBA employees with leadership development.
- Manages the VBA's Training Board that reviews training requirements for each business line based on funding levels, field priorities, and workload drivers.
- Manages VBA portion of Talent Management System (TMS) to analyze and prioritize VBA's requirements for ADVANCE training for each fiscal year.
- Integrates training requirements from VBA field offices and business lines.
- Manages recurring training reports and develops appropriate ad hoc reports to meet emergent needs as identified by leadership.

Authorities

38 USC § 306, Chapter 77

38 CFR § 2.6(b)

5 USC

The Equal Pay Act of 1963

Civil Rights Act of 1964, Title VI and Title VII as amended

Age Discrimination in Employment Act (ADEA) of 1967

No Rehabilitation Act of 1973, as amended by the American Disability Act Amendments Act of 2008

Notification and Federal Employee Antidiscrimination and Retaliation (No FEAR) Act of 2002, as amended in 2009

Federal Acquisition Regulations (FAR)

American with Disabilities Act (ADA) of 1967

PL 109-461

OFFICE OF RESOURCE MANAGEMENT (24)

Overview

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

Functions and Activities

The Office of Resource Management 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.

The Office of Resource Management 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.

The Office of Resource Management manages and directs all budgetary activities involving the VBA housing, insurance, and vocational rehabilitation programs.

The Office of Resource Management provides support to VBA Regional Offices for all finance activities, including payroll, travel, Government purchase card and benefits questions.

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

The Office of Resource Management 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 POC for all audit remediation efforts as well as the primary liaison for financial system inspector general activities.

Authorities

38 USC § 306 Chapter 77

38 CFR § 2.6(b)

ADMINISTRATIVE AND LOAN ACCOUNTING CENTER (241A)

Overview

The Administrative and Loan Accounting Center (ALAC) provides financial management support to the VA administrative accounting and housing programs by providing accounting, financial reporting, voucher examining, payments, budget support, verification, recertification, reclamation, limited payability, and financial advisory services for this national operation.

Functions and Activities

ALAC performs loan guaranty accounting for VBA.

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

ALAC performs administrative accounting for VBA.

- Processes financial transactions for VBA regional offices nationwide. The transactions include budget, obligations, payments, receivables, deposits, accruals, advances, and cost adjustments.
- Reviews VBA financial transaction processing and management system reports for regional offices, VBA management, VACO, and oversight agencies.

ALAC manages VBA's National Finance Training Strategy (NFTS) and training.

- Designs, develops, and implements finance-specific training modules for VBA support services/financial management community.
- Coordinates internal ALAC training classes.

Authorities

38 USC § 306 Chapter 77

38 CFR § 2.6(b)

VBA FINANCE CENTER (241E)

Overview

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

Functions and Activities

The VBA FC provides direction and oversight for VBA.

- Assists and/or establishes regional office policies and procedures.
- Manages all financial and accounting operations for VBA program payments. These programs include compensation, pension, and educational assistance.
- Manages various accounting and fiscal transactions, and coordinates the utility of financial programs with Hines Information Technology Center (ITC).
- Ensures that officials at the Treasury Regional Financial Centers are informed of scheduling requirements relative to benefit payments.
- Manages the maintenance of an internal control network for all benefit payment systems ensuring the reliability and accuracy of the accounting and fiscal data that process through the systems.
- Facilitates OIG and GAO personnel in their performance of financial and system audits.

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

- Ensures that all control and subsidiary accounts are reconciled and in balance allowing for the timely certification of all Veterans benefits program payments worldwide.
- Monitors and coordinates the processing of various accounting/fiscal transactions with various Federal agencies, including the Hines ITC, various VA offices, the Department of Treasury, the DoD, and the Department of Homeland Security.
- Provides technical advice and assistance in establishing and interpreting procedures and improvements to the accounting data processing runs.
- Prepares end-of-month/end-of-fiscal-year trial balance reports for each benefit payment program. It prepares monthly statements of transaction reports for all systems.
- Serves as liaison to OIG, Department of Treasury, and GAO for all audit documentation requirements.

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

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

- Establishes and implements procedures for processing check cancellations, payment over cancellations, reclamations, reclamation collections, limited payability, and reporting fees.
- Prepares correspondence to payees and VBA regional offices regarding chargeback items, and responds to payee inquiries, VBA regional office personnel, and Treasury Department employees regarding status of claims.
- Operates and maintains the “Access” database application and the Benefits Delivery Network Recertification database. It also processes and reviews accounts regarding expenditure transfer items from the Treasury Department.

Authorities

38 USC § 306 Chapter 77

38 CFR § 2.6(b)

OFFICE OF PERFORMANCE ANALYSIS AND INTEGRITY (20B)

Overview

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

Functions and Activities

PA&I performs data and information services for VBA.

- Keeps the EDW, which is populated with the data marts that are most used and of the greatest value for VBA business intelligence needs. It eliminates, combines or retires the data marts that are dormant while identifying data sets that could be and should be added or enhanced because of their recognized value.
- Manages the configuration of the EDW to simplify and optimize data access and reporting, including an approach to adding new data sets to the warehouse in a rational and repeatable way.
- Develops and maintains a 5-year plan that estimates how the EDW will grow in storage and back-up requirements, when technology refresh will be required, as well as what new technology or process will need to be incorporated into the EDW.
- Develops a technology refresh and acquisition plan in conjunction with OIT for EDW hardware and software and for the business intelligence tools needed to display reports.
- Develops a formal process with written procedures that describe receipt, triage/evaluation, risk assessment, prioritization, status tracking, quality assurance, and delivery of data products and services.
- Delivers the product for all data requests within 45 working days. It achieves 95-percent accuracy in the delivered data, reports, and services as defined by the customer requirements or business rules.

PA&I provides performance analysis services for VBA.

- Maintains an ongoing process to ensure that posted reports are of greatest use and value, eliminates dormant or low-value reports, and revises or combines existing reports to enhance their use and value.

- Ensures timeliness and accuracy in posted and delivered reports and services as defined by customer requirements or business rules.
- Develops and sustains the capability to address the analytical needs of VBA leadership and field activities.
- Coordinates preparation and submission of VBA's annual benefits report and VBA's input into the Monthly Performance Review and VA's annual performance and accountability report.
- Organizes, plans, and hosts at least one Introductory and one Advanced Management and Program Analyst Workshop a year to provide the opportunity for field and headquarters analysts to enhance their skills.
- Facilitates analytical and performance management training on a recurring and as-needed basis that increases the overall analytical capability of the organization using the tools and analytical techniques of the most value.

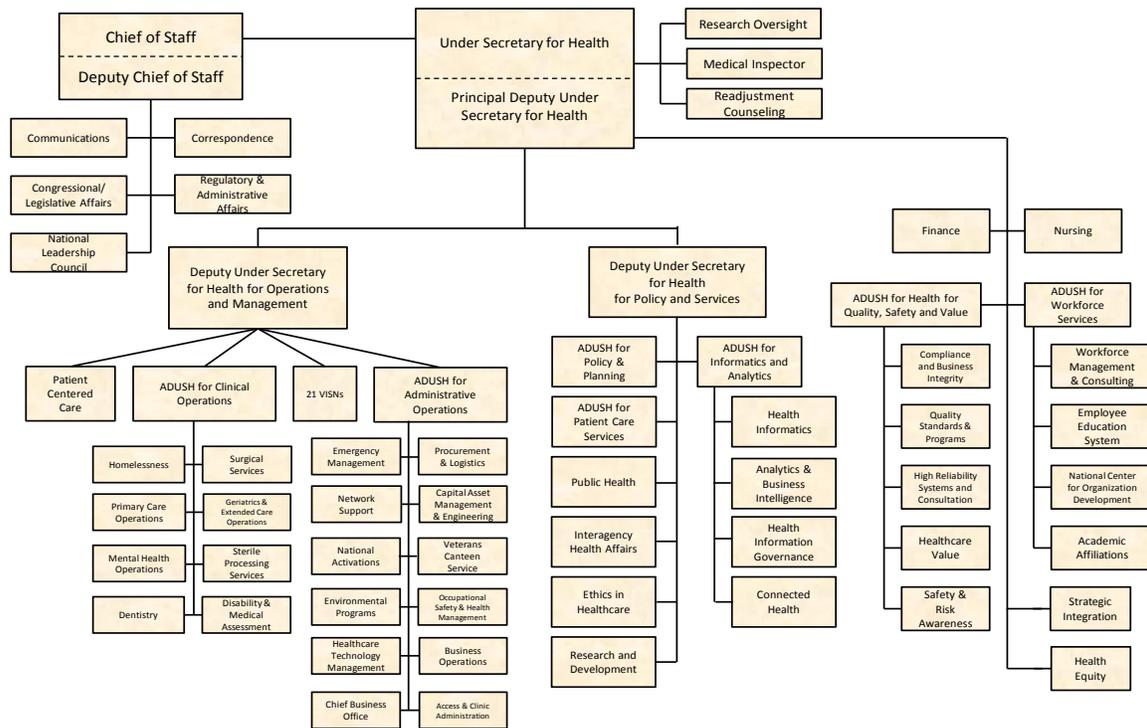
PA&I provides program integrity and internal controls services for VBA.

- Coordinates all activities associated with GAO engagements and VA Inspector General audits within VBA.
- 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 oversight reports, requests, and analyses to ensure accurate, on-time submission with language acceptable to all parties.
- Maintains an up-to-date Master Oversight Review calendar that external auditors can use to coordinate their planned activities with VBA field offices.

Authorities

38 USC § 306 Chapter 77

CFR § 2.6(b)



VETERANS HEALTH ADMINISTRATION

VHA OFFICE OF THE UNDER SECRETARY FOR HEALTH (10)

Mission Statement

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 (OUSH) is responsible for the leadership and direction of 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) provide contingency support for DoD and HHS during times of war or national emergency.

Functions and Activities

The Under Secretary for Health (USH) leads and directs the Veterans Health Administration.

- 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, VSOs, other Federal departments and 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.

Administers a program of education and training for health care personnel.

- Recruits, trains, and employs personnel for occupations that are specific to the needs of the Veteran population. Specific Veteran hiring initiatives include:
 - Mental Health and Peer-to-Peer Hiring Initiatives – The Mental Health Hiring Initiative (MHHI) was launched as a result of the President's August 31, 2012, Executive Order 13625 requiring VA to hire 1,600 additional mental health clinicians.
 - VHA moved quickly and efficiently through the hiring process to hire the best qualified professionals. By June 30, 2013, VHA hired 1,669 new mental health clinicians, which exceeded the 1,600 outlined in the Executive Order. In addition, VHA hired 304 new mental health administrative support staff.
 - As part of the Executive Order, VHA also led the Peer Support Hiring and Training Initiative to hire and train 800 peer to peer counselors by December 30, 2013. VHA exceeded the goal, hiring 927 (509 peer specialists and 418 peer support apprentices), and training 889 peer to peer counselors (396 hired with training and 493 trained after hiring).
- VHA implemented an aggressive national recruitment and marketing strategy to increase awareness for mental health employment opportunities. National advertisements through public service announcements were released on [YouTube](#) and distributed to more than 1,000 media outlets.
 - National Recruitment Program (NRP) – The VHA NRP provides an in-house team of skilled professional recruiters employing private sector best practices to the most critical clinical and executive positions. The VHA National Recruiters, all of whom are Veterans, work directly with Veterans Integrated Service Network (VISN) Directors, Medical Center Directors, and clinical leadership to develop comprehensive, client-centered recruitment strategies that address current and future needs. From FY 2011 to FY 2013, NRP's efforts resulted in 1,356 mission-critical new hires, which increased access to care in rural communities and contributed to Veteran hiring goals. The VHA National Recruiters successfully recruited 60 Veteran physicians in FY 2013.
 - Veteran Hires (FY 2013 to FY 2014, as of 2nd Quarter - March 31, 2014) – VHA's outreach efforts have impacted the increase in Veterans who join our workforce, with a steady increase in the number of

Veterans hired each fiscal year. The percentage of overall Veteran hires has increased 6.87 percent, from 36.26 percent in FY 2013 to 43.13 percent in FY 2014, 2nd Quarter (March 31, 2014). VHA hired 2,113 Veteran employees from October 1, 2013, to March 31, 2014.

- Recruitment and Marketing – To extend its outreach to Veterans, VA invests in various marketing campaigns including online media, direct mail, and print advertisements, and has an integrated social media presence on [Facebook](#) and [Twitter](#). VHA’s annual recruitment advertising plan is designed to reach Veterans and health care workers to encourage them to research jobs at www.vacareers.va.gov, [a web site dedicated to recruiting the finest healthcare employees to care for Veterans.](#) The VA Careers Facebook site has over 150,000 people who “like” the page. VHA posts job opportunities through social media to encourage followers to share widely.
- Establishes affiliation agreements with academic institutions across the country to support the educational needs of health care professionals.
- Establishes policies to support the professional growth of clinical and non-clinical employees through employee educational services.

Conducts health care research focused on creating knowledge and innovations to improve the health of Veterans.

- 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

Title 38 USC Chapter 73

P.L .97-174

Veterans Administration and DoD Health Resources Sharing and Emergency Operations Act, 1982

Title 38 USC § 8011A

VETERAN HIRING INITIATIVES

As the Nation’s largest integrated health care system, VHA has seen an increase in the number of service men and women who are dealing with pressing mental health challenges that may include, but are not limited to Post Traumatic Stress Disorder (PTSD), depression, or readjustment to civilian life. The Mental Health Hiring Initiative (MHHI) was launched as a result of congressional hearings and an Executive Order requiring VHA to hire additional mental health clinical and non-clinical staff to serve Veterans. In order to meet hiring goals, VHA began an aggressive recruitment campaign that coordinated efforts at the national, regional (VISN) and facility level. This major effort, known as the Mental Health Hiring Initiative, provided oversight of the national recruitment, marketing and hiring strategies needed, as well as tracking measures developed to identify these positions nationwide.

These efforts were focused on bringing new mental health providers into VA as effectively and efficiently as possible through coordination with human resource officers nationwide. The VA Human Resources community and the Office

of Mental Health worked in partnership to move quickly and efficiently through the hiring process to hire the best qualified professionals.

Through the success of the Mental Health Hiring Initiative, VHA was tasked with leading the Peer Specialist and Peer Support Hiring Initiatives, with the goal of increasing access to mental health care services for our Nation's Veterans by hiring new mental health professionals. Over 800 Peer Specialist and Peer Support Apprentice positions were to be filled by eligible Veterans and transitioning military personnel who have been successfully and actively engaged in their own recovery of a mental health or co-occurring condition for a minimum of one year.

Authorities

38 USC Chapter 73

PL 97-174

Veterans Administration and DoD Health Resources Sharing and Emergency Operations Act, 1982

38 USC § 8011A

VHA OFFICE OF THE CHIEF OF STAFF (10B)

Overview

VHA Office of the Chief of Staff works closely with the Under Secretary for Health and the Principal and Deputy Under Secretaries 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, congressional and legislative affairs, regulations, and the National Leadership Council (NLC), which is VHA's governing body.

Functions and Activities

- Coordinates and responds to all requests for information from the Department and the White House.
- Coordinates and responds to all requests for information from external stakeholders, such as Congress, VSOs, other Governmental agencies, and the general public.
- Ensures VHA's message is clear, concise, and accurate with VA's current position and strategic direction.
- Works closely and effectively with partners throughout the Department including but not limited to OSVA, OM, OCLA, OPIA, OGC, and OPP.

OFFICE OF EXECUTIVE CORRESPONDENCE (10B1)

Overview

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

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

Functions and Activities

- Provides timely and accurate responses to inquiries by Congress and affiliated offices (Congressional Budget Office, Congressional Research Office, etc.), as well as Veterans, Veterans' family members, and the general public.
- Provides accurate responses to Congress, the White House, VSOs, other Federal agencies, the news media, and the general public on a wide variety of system issues, both proactively and in response to inquiries.

OFFICE OF COMMUNICATIONS (10B2)

Overview

The Office of Communications provides internal and external communication capabilities enabling VHA leadership to communicate messaging supporting of the patient-centered VHA mission of delivering superior health care to America's Veterans. We create strategic messages that enable VHA's top leaders to communicate their vision and ideas in a clear and accurate manner that inspires confidence and drives results.

Functions and Activities

- Create and maintain a consistent VHA communications strategy and message throughout all 10B2 products.
- Regularly assess the communications structure/process as to which method works best, how employees and stakeholders perceive important messages, and reliability of communications systems.
- Ensure development and promulgation of policies, standard, guidelines and procedures to facilitate coordination of VHA Communications and public affairs.
- Ensure VHA communicators understand requirements to submit advertising proposals and assist them with the process. Review advertising for consistency in message with VHA policy and integration with other advertising efforts. When required due to the threshold dollar amount, make a recommendation for approval and submit to OPIA. Monitor and advocate for advertising during OPIA review and at the VA Advertising Oversight Board, when necessary.
- Monitor functionality of CommSite and ensure adequate resources for continued operations.

OFFICE OF VOLUNTARY SERVICES (10B2A)

Overview

The Office of Voluntary Services (10B2A) builds and leverages the advocacy of VSOs and provides supplemental services to Veterans through the utilization of volunteer and in-kind resources from Veteran, civic, and other community organizations in support of the VA mission.

Functions and Activities

- Volunteer Management (74,000 in FY 13)
- Facilitation of Gifts and Donations (\$86M in FY 13)
- Communication and Veterans' Advocacy (VSO Liaison)
- Outreach and Collaboration
- Technical Career Field Program (TCF)
- VA Voluntary Services Academy (VAVS)

- Monthly VHA VAVS Calls
- Volunteer Transportation Network
- USH VSO Breakfast Meeting
- VHA Chief Business Office (CBO)/VSO Monthly Meeting
- National Advisory Committee
- Taskforce on the Expansion of National Service
- Volunteer support of National Programs and Special Events
- VAVS Policy and National Program Development

OFFICE OF PUBLIC COMMUNICATIONS (10B2B)

Overview

The Office of Public Communications (10B2B) ensures development, clearance and issuance of VHA messages primarily through news releases and media channels in tandem with the public affairs officers in the Office of the Deputy Under Secretary for Health for Operations and Management (DUSHOM) and in collaboration with VHA/OPIA. The Office of Public Communications sustains an operational communications capability and time sensitive processes with OPIA and organizations throughout VHA that will enable VHA to better and expeditiously communicate the VHA story.

Functions and Activities

- Support all USH priorities that enhance Personalized, Proactive, Patient-Driven Health Care
- Media Queries
- Communication Plans
- Fact Sheets
- Talking Points
- News Releases
- Media Training
- Communications Counsel
- Inter- and Intra-agency Coordination
- TCF Program
- Conduct special projects of overall interest to USH
- Coordinates as needed with VA OCLA, through VHA's Office of Congressional and Legislative Affairs, and OGC to the group we closely work with on actions.
- OIG/GAO/US Office of Special Counsel (OSC) Communication Summary Sheets

VHA MEDIA MANAGEMENT (10B2C)

Overview

VHA Media Management coordinates Internet and intranet content development and management for field VISNs, Veterans Affairs Medical Centers (VAMCs), and VHA program offices, and develops and implements strategies that maximize the effectiveness of online communications across VHA. Our office ensures Web content is Veteran-focused, relevant and accurate, ensures ease of use and effective design for Websites, coordinates branding for online venues, and manages compliance with VA and VHA Directives and Handbooks regarding Website/social media design and development. We ensure mechanisms are in place for online dissemination of a wide variety of communications products aimed at both the public and internal staff.

Functions and Activities

- Content Management for www.va.gov/health, VHA's public-facing website.
- Content Syndication across VAMC, VISN and Program Office Web/social media sites
- Supports all VHA entities with online communications issues and products.
- Develops and maintains templates for VHA Websites.
- Represents and coordinates policy and Web governance for VHA.
- Approval Authority for new Websites and social media properties in VHA
- Social media governance and policies, liaison for Veterans queries to VHA facilities and program offices
- Online communications education and training
- Graphic Design and Corporate Branding
- Management of public Email Management Solution, GovDelivery

VHA HEALTH SYSTEM COMMUNICATIONS (10B2D)

Overview

VHA Health System Communications creates powerful strategic messages that enable VHA's top leaders to communicate their vision and ideas in a dynamic, clear and compelling manner that inspires confidence and drives results. VHA Health System Communications provides expert communications counsel and information, including toolkits, templates, and best practices to program offices and field offices via initiatives such as CommSite – a major link between VHA Communications and the Public Affairs Officers (PAOs) community and monthly calls with PAOs. VHA Health System Communications promotes VA health care programs, history, and accomplishments to a wide variety of audiences through executive communications and strategic communications-based initiatives.

Functions and Activities

- *2013-2018 VHA Strategic Plan* Communications Campaign
- Annual VHA Communications Awards
- Annual VHA Accomplishments Products (VHA Overview and VA Health Care Today)
- VHA CommSite Content Management (online communications resource)
- Monthly VHA Public Affairs Officers Call

- VHA Weekly Cabinet Report
- VHA Weekly History Tidbits
- VA-Wide History Office and Archives Development
- VHA USH Speechwriter
- VHA Feature Writer
- VHA Vocus Management (Vocus is an online news media software)
- VHA Annual Strategic Communication Campaigns
- Support VHA program offices in producing communication products

OFFICE OF CONGRESSIONAL AND LEGISLATIVE AFFAIRS (10B3)

Overview

The VHA Office of Congressional and Legislative Affairs serves as the principal advisor to the Office of the Under Secretary for Health on congressional and legislative matters affecting VHA. The VHA OCLA coordinates with the Office of General Counsel, the Office of the Assistant Secretary for Congressional Affairs, and the Office of the Assistant Secretary for Financial Management on legislative and oversight issues.

VHA OCLA is responsible for preparing VHA SMEs for congressional hearings and briefings, responding to congressional inquiries, tracking legislation, reviewing congressional correspondence, monitoring and clearing congressional tracking reports and congressionally mandated reports, overseeing implementation of public laws and guiding the development of VHA's legislative proposals.

Functions and Activities

- Develops an effective legislative program for VHA initiatives, as well as provides advice and assistance to VHA program offices regarding legislative program and 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; develops briefing materials and conducts pre-hearing briefings to prepare VHA witnesses; and arranges external meetings and reviews testimony from other Departments or agencies.
- Responds to congressional inquiries, pre- and post hearing questions, and deliverables resulting from hearings and briefings. Routinely monitors congressional and legislative activities, which might impact VHA operations, and advises VHA leadership on viable courses of action.
- Tasks, oversees, 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 VA Office of Congressional Affairs).
- Develops, plans and monitors progress toward implementing newly enacted Public Laws; provides status and tracking reports to VHA, VA, and outside sources on this progress.

- Collaborates with VHA SMEs to develop responses to questions from members of Congress or congressional 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.

THE OFFICE OF REGULATORY AND ADMINISTRATIVE AFFAIRS(10B4)

Overview

The primary mission of the Office of Regulatory and Administrative Affairs (ORAA) is to ensure that all VHA regulations and policy documents (directives, handbooks, etc.) are drafted clearly, comply with applicable legal and technical requirements, and are published in a timely manner. ORAA also provides services related to collections of information from the public covered by the Paperwork Reduction Act; maintain or support national databases of VHA policy documents and forms that are used by internal and external stakeholders; and publish VHA official forms and informational documents (e.g., posters, brochures).

Functions and Activities

- Drafting all VHA regulations in close coordination with VHA program offices and VA OGC.
- Shepherding VHA regulations through the 2- to 3-year process of review and revision within VA, and obtaining appropriate review and comment from external stakeholders, OMB, and the General Public.
- Assisting VHA program and field offices in securing OMB approval of collections of information covered by the Paperwork Reduction Act, which includes hundreds of regulations, official forms, customer service questionnaires, oral or written surveys or research tools, and other devices.
- Designing certain VHA publications and forms and assisting in the publication of same.
- Maintaining national forms and VHA policy publication databases on the VA intranet and the Internet.
- Working closely with VHA program offices and OGC in developing national policy documents signed by the Under Secretary for Health (e.g., directives, handbooks) to ensure compliance with applicable legal, procedural, and technical requirements, and ensuring that these documents continue to be updated every 5 years as required by VA policy.

Assisting in developing regulatory strategies to respond to new legislation and responses to inquiries from Congress or the public concerning regulatory matters.

NATIONAL LEADERSHIP COUNCIL OFFICE (10B5)

Overview

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

The National Leadership Council consists of senior VHA leaders including those with the Office of the Under Secretary for Health, each VISN Director, and select VHA Chief Officers. The National Leadership Council is comprised of six Council Committees (Strategic Directions, Workforce, Healthcare Delivery, Healthcare Quality and Value, and Veteran Experience and Resources) and 23 NLC subcommittees.

Functions and Activities

- Reviewing and assessing all current and revised VHA policy and procedures specifically as they relate to VHA governance;
- Administers and analyzes assessments for the NLC, which are presented to the Executive Leadership Team for further action;
- Coordinating policies and procedures related to operations and management of the NLC, and assisting 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 for VHA, which receive final approval by the Under Secretary for Health;
- Maintains an online database to record and track all Executive Decision Memorandums for the organization;
- Provides guidance to over 30 NLC POCs on fulfilling their responsibilities as NLC POCs; and
- Develops strategic plans and short- and long-range goals for the NLC and six NLC committees.

Authorities

38 USC Chapter 73 and applicable Subchapters I-IV

VHA OFFICE OF RESEARCH OVERSIGHT (10R)

Overview

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

Functions and Activities

- Advises the USH on all matters of regulatory requirements in research.
- Investigates suspected impropriety, regulatory noncompliance and misconduct in VA research.
- Receives and investigates reports of transgressions in VA research.
- Oversees the conduct of prospective, preventive onsite compliance reviews.
- Oversees the implementation of remedial actions where warranted.
- Ensures the integrity of research misconduct reviews and investigations.
- Monitors serious adverse events in VA research.
- Tracks the cause of all unanticipated deaths in VA research.

- Oversees training of VA’s facility-based Research Compliance Officers (RCOs).
- Provides technical assistance to VA research facilities.
- Disseminates regulatory information to the broader VA research community.
- Maintains an active outreach program that includes a Website for Veterans considering research participation, and an anonymous complaint line that is monitored daily.
- Provides oversight for the VACO Human Research Protection Program and the VA Central Institutional Review Board (IRB)

ORO RESEARCH INFORMATION SECURITY PROGRAM (10R)

Overview

The Research Information Security Program (RISP) within ORO assists VHA research programs in enhancing and improving their facility research information security programs so that Veteran research subjects’ personal information and other VA research data are appropriately protected.

Functions and Activities

- Conducts routine proactive and for-cause onsite information security compliance assessments of all VHA facility research programs.
- Remotely manages reports of information security incidents.
- Provides remote and onsite technical assistance to facilities, as needed.

ORO RESEARCH SAFETY AND ANIMAL WELFARE PROGRAM (10R)

Overview

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

Functions and Activities

- Conducts onsite assessments of facility Research Safety and Security Programs (RSSPs) and Animal Care and Use Programs (ACUPs).
- Partners with VHA research programs to resolve noncompliance and other unexpected events involving research safety, laboratory security, and laboratory animal welfare.
- Provides technical assistance to facilities, as needed.

ORO RESEARCH COMPLIANCE EDUCATION PROGRAM (10R)

Overview

The ORO Research Compliance Education Program (RCEP) provides education and support for facility RCOs.

Functions and Activities

- Conducts remote and onsite assessments of RCO auditing programs.

- Provides monthly national teleconferences for RCOs, self-study guides for new RCOs, and face-to-face regional and national RCO education and training meetings.
- Administers the annual Facility Directors Certification of Research Compliance.
- Collects and analyzes national quality metrics related to VHA research oversight.
- Oversees facility Federalwide assurances and IRB registrations and Memoranda of Understanding.
- Provides technical assistance to facilities, as needed.

ORO HUMAN RESEARCH PROTECTION PROGRAM (10R)

Overview

The ORO Human Research Protection Program (HRPP) assists VHA research protection programs to ensure the protection of human subjects participating in VA research and the effective oversight of the research program by the facility research and development committee. This program is carried out by four field-based ORO regional offices.

Functions and Activities

- Conducts routine proactive and for-cause onsite assessments of facility Research and Development Committee (R&DC) Oversight Programs and human research protection programs.
- Monitors the remediation of non-compliance in human research and R&DC oversight.
- Provides technical assistance to facilities, as needed.

Authorities

PL 108-170 § 401
38 USC 7307

VHA OFFICE OF THE MEDICAL INSPECTOR (10MI)

Overview

The Office of the Medical Inspector (OMI) investigates concerns about the quality of health care provided to Veterans by VA. As an internal VHA program office, OMI provides the USH with assessments of the quality of VA health care. In response to inquiries from stakeholders, (e.g., Veterans, caregivers, administrators, the USH, the SECVA, or Congress) OMI conducts independent investigations of health care quality through record reviews, site visits, focused reviews or surveys. OMI continually strives to improve the quality of Veterans' health care by assessing the delivery of care and by analyzing the clinical systems providing that care. On the basis of these analyses, OMI recommends changes in local and National VA health care systems, and shares these findings with VHA leadership, VISNs, and VAMCs. The Office of Inspector General has oversight of OMI.

Functions and Activities

OMI conducts clinical investigations, evaluates the quality of medical care and recommends improvements to ensure VHA provides high quality health care to Veterans.

- Responds to Veterans health care concerns with individual attention, advice and counsel, and provides advocacy as needed.
- Conducts record reviews and site visits to investigate quality-of-care concerns.

- Produces reports and reviews generated by investigations and submits them to VHA leadership.
- Reviews corrective action plans for appropriateness and tracks individual actions to completion.

Advances Veterans health care by conducting quality of VHA medical care assessments to inform leaders of system-wide issues and opportunities for improvement.

- Collects and analyzes data generated by assessments and produces a report based on findings.
- Submits reports to VHA leadership with recommendations for corrective actions.
- Promotes evidence-based best practices and cross-fertilization of ideas between VHA Central Office and field facilities to improve patient care outcomes.

Provides clinical consultation to VAMCs, VISNs, and VHA program offices.

- Provides other program offices with OMI clinical experts to enhance employees' knowledge base.
- Makes recommendations resulting from investigations to VAMC leadership.
- Disseminates lessons learned to Chief Medical Officers and Quality Management Officers.

Authorities

PL 100-322 § 201

VHA OFFICE OF READJUSTMENT COUNSELING SERVICES (10RCS)

Overview

The Office of Readjustment Counseling Services (RCS) Vet Centers welcome home war Veterans with honor, and provides three major service functions: outreach, readjustment counseling, and referral for Veterans and their families. Vet Centers are VHA community facilities that treat the Veteran as a whole person in or near their home community. Readjustment counseling services are authorized legislation (38 USC 1712A) separate from VHA health care and employs different eligibility criteria. The eligibility criteria for Vet Centers include all areas of combat Veterans and their family members, Servicemembers who served in an area of hostilities and their families, Veterans who experienced sexual trauma while on active duty, and families of Servicemember who die while on active duty. Services do not require enrollment for VHA medical care. The RCS Chief Officer reports to the Under Secretary for Health and is responsible for direct line supervision of the Vet Centers through the seven RCS regional managers.

Functions and Activities

Vet Centers provide individual and group readjustment counseling to assist combat Veterans and Servicemembers in resolving war-related trauma and readjusting to civilian life.

- Provides confidential services in a safe community setting.
- Schedules counseling after hours and weekend appointments as requested.
- Provides professional individual and group counseling services by VHA-qualified mental health professionals, many of whom are also Veterans.
- Provides family counseling for problems related to the Veteran's combat experience.

Vet Centers provide community outreach and education to help combat Veterans and Servicemembers overcome barriers.

- Provides brochures, public service announcements, and presentations in numerous settings to educate local service providers and civic leaders about military-related issues, combat theaters, Veterans' service needs, and VA services and benefits available to meet those needs.

Vet Centers provide direct outreach to engage Veterans and Servicemembers in a personal way that minimizes bureaucratic formality and helps the individual overcome stigma and barriers to care. The Vet Center's Veteran-to-Veteran peer model is critical to help Veterans overcome stigma and combat-related avoidance tendencies. Vet Centers provide assessment and referral for other needed services.

- Provide assessment and referral for substance abuse, mental health, and medical problems.
- Provides assessment and referral for employment services.
- Provides explanation and referral for VA benefits.
- Provides assessment, counseling and referral for Military Sexual Trauma.
- Provides bereavement counseling for surviving family members of Servicemembers who died on active duty.

Authorities

38 USC 1712A

PL 96-22 § 103

PL 111-163 § 401-402

PL 112-239 § 727-728

VHA OFFICE OF THE PRINCIPAL DEPUTY UNDER SECRETARY FOR HEALTH (10A)

Overview

The Office of the Principal Deputy Under Secretary for Health (PDUSH) ensures the integration, effectiveness, and reliability of the systems and programs supporting the health and well-being of our Nation's Veterans. In the absence of the USH, the PDUSH performs the duties of the USH. PDUSH collaborates with DUSHOM and the Deputy Under Secretary for Health for Policy and Services (DUSHPS) to provide leadership, guidance and strategic direction that supports the mission of the USH and VHA.

The Office of the PDUSH comprises six program offices: the Office of Nursing Services; the Office of the Assistant Deputy Under Secretary for Health (ADUSH) for Workforce Services; the Office of Finance; the Office of the ADUSH for Quality, Safety, and Value; the Office of Strategic Integration; and the Office of Health Equity. Additionally, two program offices are under the purview of the PDUSH office: the Management Review Service Program and the Community Engagement Program.

Functions and Activities

The PDUSH acts as the immediate assistant to the USH in daily administrative duties and is responsible for the integration of programs and policies across VA's national health care system.

- Provides oversight and guidance for chief officers, network directors, and program officials in VACO and national health care facilities.
- Leads VHA in defining the corporate code of ethics, vision, principles, policies, goals, expectations, and the lines of authority through which these will be actualized.

- Establishes or approves standards for VHA research programs, emergency care, capital asset planning and management, and information management.
- Provides innovative and forward-looking fiscal investment oversight throughout VHA for the PPBE process. Develops policy, program initiatives, and management requirements that align with the *VA Strategic Plan*, the PPBE process, and enterprise-wide solutions.
- Oversees investigations and reports from OMI, ORO, and the Office of Special Counsel to ensure clinical and administrative findings are addressed in VHA and mitigation measures are in place.
- Tracks program activities for the Office of Readjustment Services, including interactions with field offices, congressional liaison activities and collaborations with other VHA program offices engaged in common processes.
- Leads VHA's national quality, safety, health equity, and value initiatives.
- Represents VA and VHA on several executive committees, including the VA Central IRB for research initiatives, the National Action Alliance for Suicide Prevention, the National Priority for Patients with Health and Human Services and the National Quality Forum, and the Patient-Centered Outcomes Research Institute.

The PDUSH oversees the Management Review Service (MRS), VHA's primary liaison with OIG and GAO for national reviews, audits, inspections, and other external review activities.

- Partners VHA SMEs with external review teams to develop the focus, scope, and methodology of national reviews, audits, or inspections. .
- Ensures VHA program offices comply with standards or protocols for internal and external oversight 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 program offices are implementing processes toward resolution of GAO and OIG recommendations, or facilitates negotiations for reasonable resolutions. .

The PDUSH facilitates and strengthens VHA collaborations within communities and with public and private organizations to improve the health and wellness of Veterans, their family members, and caregivers.

- Explores and launches promising new partnerships with Federal agencies, States, nonprofits, professional associations, and other non-governmental organizations to enhance care and expand capacity and services.
- Promotes partnerships between VHA program offices, field offices, and non-VA organizations by providing best practices, tools, and training on how to develop and sustain effective partnerships.
- Serves as a national resource and point of contact within VHA, the Department, and outside organizations seeking guidance on how to create or manage effective collaborations.
- Develops VHA guidance and tools pertaining to responsible and productive partnerships.

Authorities

38 USC Chapter 73 and applicable Subchapters I-IV

VHA OFFICE OF NURSING SERVICES (10A1)

Overview

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 Nursing and the delivery of patient care services. The CNO also acts as consultant to other Program Officers and VISN leadership in planning strategic activities necessary to support quality patient care, access, cost effectiveness, staff and patient safety, and customer satisfaction. The Office of Nursing Services (ONS) collaborates to enhance and support evidence-based professional practice, workforce research and education, and the VA nursing workforce to strengthen leadership and teamwork in order to provide quality, patient-driven care for the Nation's Veterans.

Functions and Activities

The VA national nursing strategic plan is developed and executed by four workstreams: Clinical Practice; Nursing Research and Evidence-Based Practice; Workforce and Leadership; and Policy, Education, and Legislation.

CLINICAL PRACTICE

Overview

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

Functions and Activities

- Adopts patient-centered nursing care delivery models that prepare for future practice environments, populations, technologies, and workforce designs.
- Facilitates and implements national approaches to address key initiatives.
- Fully implements innovative nursing practice through new roles, new models of care, and new populations. These roles include Registered Nurses (RN) care managers and other nursing representatives in Patient-Aligned Care Teams (PACTs), Advanced Practice Registered Nurses (APRNs) leading specialty care teams, partnering Clinical Nurse Leaders with hospitalists to support inpatient care, and RNs caring for homeless Veterans across the continuum.
- Implements full practice authority for APRNs, including Certified Registered Nurse Anesthetists (CRNAs), Clinical Nurse Specialists (CNS), and Nurse Practitioners (NPs), to facilitate consistent APRN practices across States and enhance patient access.

NURSING RESEARCH AND EVIDENCE-BASED PRACTICE

Overview

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

Functions and Activities

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

- Partners with ORD 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 EBP champions.
- Collaborates with ORD/Million Veterans Program to create and roll out five genomic nursing online modules.

EVIDENCE-BASED PRACTICE PROGRAM

Overview

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

Functions and Activities

- Conducts ongoing education for direct care nurses and nurse leaders in basic principles of evidence-based practice and the EBP process of identifying and implementing evidence-based interventions. Education includes:
 - Basic EBP Process Workshop for EBP Mentors
 - Evidence-Based Leadership Workshop for Nursing Leaders
 - Advanced EBP Infrastructure Workshop for EBP Program Leads
- Provides, through the 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.
- Develops genetics and genomic TMS modules to increase RN competencies.

WORKFORCE AND LEADERSHIP

Overview

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

Functions and Activities

- Leads the national implementation of the Staffing Methodology for Nursing Personnel.
- Provides consultation and training to facilities and VISNs to support successful implementation and monitoring of the Staffing Methodology.
- Promotes board certification for specialty nursing.
- Provides oversight for the Central Office Nursing Professional Standards Board.
- Advises and supports the implementation of the Travel Nurse Corps.

- Educates nurse executives and human resource chiefs on existing authorities and best practices for nurse retention, recruitment, and competitive pay.
- Develops and implements mentoring program for nurse executives.
- Partners with the Office of Academic Affiliations (OAA) 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.
- Collaborates with other program offices to implement business and informatics, and analytics components to leadership. Also collaborates with VA Transformational Health Informatics Initiative to enhance informatics knowledge through competency, career and community development efforts.
- Provides a nursing consultation program that offers VISN, facility, and VACO-level consultation for the purpose of developing and supporting nurse leaders, particularly in response to resolving high-priority, high-risk leadership issues.
- Supports the Executive Career Field (ECF) Nurse Executive Track Program.
- Provides consultation and input on initiatives related to technology and informatics, and to advanced nursing practice and research.

POLICY, EDUCATION, AND LEGISLATION

Overview

Policy, Education, and Legislation ensures that input is provided for all proposed relevant national policy, initiatives, and activities that impact nursing practice delivery.

Functions and Activities

- Reviews all VHA draft policy and guidance and provides consultation and input 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 nursing practice issues at a national level.
- Partners with OAA on the design, development, implementation, and monitoring of academic strategies and initiatives related to the discipline of nursing.
- Develops legislative initiatives that support the organization's vision, mission, and goals for nursing practice.
- Represents VHA at national, regional, and Federal health care organizations.
- Analyzes issues and develops national nursing strategies that foster effective labor management partnerships and workforce diversity goals.

Authorities

38 USC Chapter 73 and applicable subchapters I-IV

PL 79-293

PL 98-160

PL 107-135

PL 111-163

VHA OFFICE OF THE ASSISTANT DEPUTY UNDER SECRETARY FOR WORKFORCE SERVICES (10A2)

Overview

The Office of the Assistant Deputy Under Secretary for Health for Workforce Services develops, recruits, and retains a skilled, highly qualified workforce that keeps VHA out front as a world-class health care system. The ADUSH for Workforce Services is responsible for all elements of human capital management within VHA.

To achieve VHA's mission, it is essential that VHA be prepared to recruit and retain skilled, dedicated, and high-performing employees, as well as develop a talented succession pipeline. The ADUSH for Workforce Services recognizes that employees are VHA's most critical asset and is committed to achieving individual and organizational high performance. The goals of the ADUSH for Workforce Services are driven by VA and VHA missions, strategic goals, objectives and strategies.

Functions and Activities

- The ADUSH for Workforce Services provides support services to over 288,000 VHA employees and approximately 117,500 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.
- The ADUSH for Workforce Services comprises a staff office and four program offices:
 - Workforce Management and Consulting (WMC);
 - Employee Education System (EES);
 - National Center for Organizational Development (NCOD); and
 - Office of Academic Affiliations.
- The ADUSH for Workforce Services and each of its program offices support VHA through program and policy oversight. Additionally, the program offices conduct additional work to support the operational performance of VHA through both coordination and direct service delivery to the field.

WORKFORCE MANAGEMENT AND CONSULTING (10A2A)

Overview

Workforce Management and Consulting provides VHA-wide leadership for workforce operations and administration management functions, including strategic human capital planning; senior executive recruitment and performance; senior-level advisory services; labor management and labor relations; retention and recruitment; training and career development; and retention of a highly skilled, motivated, and effective workforce.

Functions and Activities

- WMC provides staffing, recruitment, employee-labor relations, classification, and retirement and benefits support to the VA health system.
- Advises senior-level executives, as well as field and program offices, about human resource (HR) issues. Provides advice and guidance concerning conduct and performance issues involving senior-level executives

in VHA, and manages the recruitment and nomination process for VHA executive-level positions. Designs, develops, and implements training and development programs for VHA’s professionals.

- Provides oversight for workforce management sub-organizations:
 - The EEO/Affirmative Employment Office provides guidance on EEO 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.
 - The Workforce Management, Performance, and Awards Office provides guidance and technical expertise to key VHA officials on matters relating to workforce planning, performance management system, and the VHA employee awards program.
 - The Healthcare Talent Management Office (HTM) supports VHA’s talent management in the following areas: produces an annual 5-year *VHA Workforce and Succession Strategic Plan*; leadership and workforce development programs; education debt reduction, scholarship, and internship programs; automation of HR processes and reporting; and enterprise-wide knowledge management. The office identifies and monitors talent 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.
 - Healthcare Retention and Marketing Office (HRMO) provides programs, services, and tools that enhance recruitment and retention of clinicians, allied health, and support staff. There are two offices within HRMO: National Recruitment Program and Recruitment Marketing and Advertising.
 - The VHA Diversity and Inclusion Office advances diversity, cultural competency, and inclusion within VHA. The Diversity and Inclusion Office supports the *VA Diversity and Inclusion Strategic Plan* through programs that focus on patient-centric health care delivered by engaged teams.
 - Finance and Business Operations (FBO) manages the VHA Central Office Resource Management Committee. FBO also oversees the VHA Transit Benefits Program, the VHA National Child Care Center Program, and the VHA Central Office space, facilities, and travel card programs, as well as related logistics and operational services.
 - Human Resources and Staffing Services (HR&SS) provides recruitment and staffing services, and human resource and consultative support to VA and VHA customers. HR&SS manages comprehensive and effective recruitment and merit promotion services, assistance with the Title 38 and Hybrid Title 38 recruitment templates, employee and labor relations, classification, personnel and records services, and retirement and benefits support.

EMPLOYEE EDUCATION SYSTEM (10A2B)

Overview

The Employee Education System supplies training solutions to achieve the goals and objectives of VHA’s strategic plan. Operationally, EES partners with clients in VHA’s program offices, VISNs, and medical facilities to provide quality workforce education and training to improve outcomes in Veteran clinical care, health care operations and administration. The collaborative EES client services model produces comprehensive training needs assessments and facilitates rapid development and delivery of innovative, high-quality learning.

Active portfolio management of client training projects helps EES allocate VHA training capacity against organizational priorities and to broadly leverage existing learning programs and products. EES use of the “ADDIE model” instructional design process—Analyze, Design, Develop, Implement, and Evaluate—represents a closed loop approach for building training that fully addresses the effectiveness and efficiency of training solutions. 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.

Functions and Activities

- EES co-leads VHA's Learning Organization Transformation (LOT) effort, which aligns health professions training, staff education and workforce development within the VHA employee life-cycle model.
- EES works to integrate VHA and VA workforce education and training efforts, including cross-cutting training, knowledge management and learning delivery and infrastructure initiatives.
- Led successful efforts to establish processes and tools to manage and oversee VHA compliance with new VA and Federal oversight requirements processes.
- Promotes the use of non-face-to-face learning options and is increasing the percentage of all VHA programs that are delivered virtually.
- EES is aligned with 14 major health care accrediting bodies, which provide continuing education credits needed by VHA staff.
- Every learning program is evaluated against identified learning and performance objectives in order to establish clear links between training interventions and improved workplace operations.
- Through the Simulation Learning Education and Research Network (SimLEARN), EES addresses clinical priorities and improves clinical outcomes by providing a safe, supportive environment in which practitioners master skills, practice protocols, learn system-based practices, apply critical decision making, and improve communication and interpersonal skills.
- EES serves as managing partner for the Federal Healthcare Training Partnership (FHTP) consisting of 14 partner agencies (including DoD) that collaborate and share continuing education and in-service training programs amongst partner organizations that have a clinical training mission, resulting in significant shared training and cost avoidance for VA and all involved Federal partners.

NATIONAL CENTER FOR ORGANIZATION DEVELOPMENT (10A2C)

Overview

The National Center for Organization Development supports efforts to impact the overall organizational culture of VHA, supporting the development and sustainment of healthy organizations where employees want to work and Veterans want to receive services.

Functions and Activities

- Administers the annual All Employee Survey. Analyzes the responses, presents results within 6 weeks of survey closing, and assists with action planning across VA.
- Provides consultation to leaders at all levels of VA to improve organizational health, including consultation on change management, resilience, virtual teams, executive team building, psychological safety, and other factors relevant to developing leaders and engaging employees.
- Provides onsite consultations to various organizational units, including intensive workplace interventions at all levels of the organization.
- Designs and provides onsite facilitator training to further enrich the availability of VISN and facility based facilitators.

- Develops and applies multiple Web-based assessment tools: Executive 360-Degree, 360-Degree, 180-Degree, and Servant Leader 360-Degree assessments; resilience assessments; and change management assessments.
- Offers executive coaching expertise to current and developing leaders within the organization.
- Develops and implements the VA Team Model; administers and interprets the Executive Team Assessment and Leadership Team Assessment Instruments to increase leadership effectiveness in conjunction with executive coaching.
- Conducts management studies resulting in data-driven, qualitative and quantitative research, and publications.
- Supports the VA Civility, Respect, and Engagement in the Workforce (CREW) initiative focused on raising awareness of civility and respect among coworkers, and to increase their understanding of the relationship between civility, patient care, and business outcomes.

OFFICE OF ACADEMIC AFFILIATIONS (10A2D)

Overview

The Office of Academic Affiliations oversees VA's statutory mission to train health professionals. OAA provides leadership, advice, and subject matter expertise across the full range of VHA's health professions education programs, including trainee education policy, training budget development and execution, and academic affiliation relationships.

Functions and Activities

- Ensures VHA's trainee educational programs are relevant to both VHA and national clinical workforce needs and holds responsibility for the development, analysis, oversight and evaluation of all policies, guidelines and programs relating to health professional trainees and academic affiliation matters.
- Develops strategic and operational alliances with key stakeholders, including VA medical facilities, other VHA program offices, VA Staff Offices, academic affiliates, accreditation and credentialing bodies, other Federal agencies, and professional societies.
- Fosters excellence and innovation in trainee education through transformative learning projects.
- Provides guidance, mentoring, and development opportunities to field education leaders, and collaborates with other Workforce Services program offices on workforce development and succession planning.

Authorities

38 USC Chapter 73 and applicable Subchapters I-IV

5 USC Title 5

38 USC

PL 79-293

PL 89-785

PL 92-541

PL 93-82

PL 96-151

PL 96-330

PL 98-160

PL 100-322

PL 102-40

PL 102-405

PL 106-117
PL 106-419
PL 108-170

VHA OFFICE OF FINANCE (10A3)

Overview

The Office of Finance is the principal financial advisor to the USH. The office has an overarching responsibility for VHA budget development and allocation, monitors the execution of funds to networks, guides, and oversees financial management and accounting operations, and maintains the Managerial Cost Accounting System for VA. The Office of Finance is composed of four major organizational elements—Financial Management and Accounting Systems, Resource Management, Financial Assistance, and Managerial Cost Accounting—through which the Office of Finance’s primary functions and activities are carried out.

FINANCIAL MANAGEMENT AND ACCOUNTING SYSTEMS OFFICE (10A3A)

Overview

The Financial Management and Accounting Systems Office establishes and implements policies and procedures governing financial management and accounting, internal controls management, and analysis of financial information and activities in support of financial statement reporting.

FINANCIAL MANAGEMENT AND ACCOUNTING POLICY

Overview

Develops VHA policies and oversight activities related to payroll, cash/debt management, accounting, and financial policy.

Functions and Activities

- Provides guidance and direction to ensure compliance with OMB, GAO, Department of the Treasury, and VA requirements; publishes policy and procedures; and provides accounting and financial management guidance.

FINANCIAL ANALYSIS AND OVERSIGHT

Overview

Establishes and maintains operational internal controls consistent with official guidelines.

Functions and Activities

- Analyzes financial information and activities at the national and facility level in support of financial statement reporting.
- 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 (10A3B)

Overview

The Resource Management Office provides VHA budget formulation, allocation, execution and analysis, and health care workload and cost analyses.

Functions and Activities

- **Budget Formulation.** Develops, formulates, submits and defends VHA portion of the annual President's budget submission to Congress.
- **Resource Operations.** 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.
- **Execution and Analysis.** Monitors execution of VHA funds and provides periodic formal budget analyses, such as the Quarterly Status Report to Congress, the Monthly Performance Review for DepSecVA, and the monthly execution and enrollment report for OMB. Manages annual budget execution for VHA Headquarters.
- **Allocation Resource Center.** Provides health care workload and cost analyses through the Allocation Resource Center (ARC), provides end user reports on VERA and related topics on the ARC Web page, and provides VERA education and training at all levels of VHA.

FINANCIAL ASSISTANCE OFFICE (10A3C)

Overview

The Financial Assistance Office reviews, audits and oversees special program fiscal performance, compliance with fiscal policy and Federal accounting rules, and clarifies applied finance guidelines.

FINANCIAL ASSISTANCE OFFICE – AUSTIN

Functions and Activities

- Provides reporting on the Improper Payment Elimination and Recovery ACT (IPERA) for the Performance Accountability Report (PAR).
- Provides reporting on High Dollar Overpayments on a quarterly basis.
- Provides guidance on the implementation of Do Not Pay policies and procedures for VHA.

FINANCIAL ASSISTANCE OFFICE – WASHINGTON

Functions and Activities

- Provides financial assistance to the Research Nonprofit Corporation Program Office.
- Verifies and ensures accounting and financial policy compliance and coordinates fiscal quality assurance reviews.
- Assists VHA program managers in meeting their responsibilities to improve performance (efficiency, accountability, and economy) of operations and resource management.

MANAGERIAL COST ACCOUNTING OFFICE (10A3D)

Overview

The Managerial Cost Accounting Office (MCAO) maintains and provides information services from the VA's managerial cost accounting system, the Decision Support System (DSS), in full compliance with public laws. DSS is an activity-based cost system that provides the full cost of VA products and services through the processing of financial and workload feeds from several VA systems. MCAO provides detailed cost information reports for dissemination to

Congress, GAO, OMB, and other entities external to VA, and provides data and conducts detailed cost analyses in support of VA organizations that evaluate staff productivity, business efficiency and resource allocation.

MANAGERIAL COST ACCOUNTING OFFICE – BEDFORD

Functions and Activities

- Responsible for the complete, accurate and timely processing of all VA cost data.
- Ensures that MCAO business practices and data processing have the highest level of standardization and transparency.
- Provides detailed subject matter expertise to the entire VA financial community, as well as VHA clinicians at all levels.

MCA SUPPORT OFFICE

Functions and Activities

- Provides Web master services to the DSS Reports Website, to include the development and maintenance of technically sophisticated (and content rich) Web reports and data cubes.
- Delivers an effective user education and training program to both headquarters and field staff at all levels.

Authorities

38 USC Chapter 73 and applicable Subchapters I-IV

OMB Circular A-123: Management's Responsibility for Internal Control

Federal Acquisition Regulation (FAR)

44 USC § 3541

PL 101-576

PL 111-81

PL 111-201

EO 13520

VHA OFFICE OF THE ASSISTANT DEPUTY UNDER SECRETARY FOR QUALITY, SAFETY, AND VALUE (10A4)

Overview

The Office of the Assistant Deputy Under Secretary for Quality, Safety, and Value (QSV) is committed to enhancing VHA's ability to be the most trusted choice for high quality, safe and reliable health care by ensuring outstanding population health, a seamless patient experience, and the lowest expenditure of resources. QSV allows VHA to provide the best health care value to Veterans by enabling innovative, enterprise-wide approaches to compliance, risk awareness and continuous improvement.

Functions and Activities

- QSV anticipates and manages risks by ensuring VHA clinical and business processes are highly reliable, educating the workforce, and encouraging highly effective collaborative teams dedicated to improvement.
- QSV conducts a variety of functions, through its sub offices listed below, to foster a culture that acts with integrity to achieve accountability while remaining mindful, proactively risk aware, and predictable in delivery systems.

OFFICE OF COMPLIANCE AND BUSINESS INTEGRITY (10A4A)

Overview

The Office of Compliance and Business Integrity (CBI) serves to advance all elements of an effective compliance and oversight program for VHA revenue and purchased care operations.

Functions and Activities

- Provides internal oversight of revenue operations to comply with applicable laws, regulations and standards.
- Develops a standardized approach for evaluating business transactional precision and performance for revenue cycle and purchased care activities;
- Develops tools and systems to address system wide business related risks (i.e., education and curriculum development specific to risk life cycle and risk management).
- Provides targeted guidance, education and training to the VISN and facility Compliance Officers to support local CBI program initiatives in alignment with core priorities and needs.
- Conducts site visits to review compliance programs at all levels on the implementation and improvement of compliance program elements, as well as evaluate the effectiveness of compliance programs.

QUALITY STANDARDS AND PROGRAMS (10A4B)

Overview

Quality Standards and Programs promotes the integration and alignment of health care regulatory and governance strategies. Key accreditation, mission readiness, and ISO-9001 emphasis functions work together to promote further integration with clinical and business compliance programs and to better direct consultative and education resources to high-risk areas while avoiding needless survey burden on facility operations.

INTEGRATED EXTERNAL ACCREDITATION PROGRAM

Overview

The Integrated External Accreditation Program manages all accreditation activities leading to successful certification by accrediting bodies.

Functions and Activities

- Ensures that accepted standards of health care operation are met and high-risk areas are systematically addressed in an integrated manner.
- Manages and coordinates with VHA's primary outside accreditation programs: health care organization accreditation by the Joint Commission, rehabilitation program accreditation by the Commission on Accreditation Rehabilitation Facilities (CARF), and accreditation by the Utilization Review Accreditation Commission (URAC).
- Provides education and support of field personnel's continuous readiness efforts through management and coordination of the Continuous Readiness (CSR) Program.

ISO CONSULTATION DIVISION

Overview

The ISO Consultation Division (ICD) infuses the standards-based discipline of ISO-9001: 2008 quality management into the health care delivery processes and programs. This in turn promotes sustained reliability and excellence in daily practices and service for our Veterans.

Functions and Activities

- Supports the creation of effective, repeatable, and highly-reliable, processes for use throughout the continuum of Veteran health care.
- Implements ISO-9001, the global benchmark for quality management, in all facilities, beginning with Sterile Processing Services (SPS).
- Proactively implements consistent quality management systems that become benchmarks for the public and private sectors for continual improvement and elevation of the standard of Veteran-centric care.

THE UTILIZATION AND EFFICIENCY MANAGEMENT PROGRAM

Overview

The Utilization and Efficiency Management Program (UM) actively manages quality and resource utilization. The program provides a series of initiatives and automated tools to ensure Veterans receive the right care at the right time, in the right place, for the right clinical reason.

Functions and Activities

- Ensures a standardized process, proper use of evidence-based utilization criteria and entry of utilization findings into the National Utilization Management Integration (NUMI) database. It also ensures that the Utilization Management workforce is properly educated and trained to perform utilization reviews.
- Develops Consolidated Utilization Management metrics through clinical review and consultation using industry standard evidence to assure the right care at the right time, in the right setting, for the right reason.
- Reviews Utilization Management data and other utilization and efficiency reports, and through consultation and education, assists facilities to evaluate and improve clinical efficiency.
- In collaboration with oversight committees, determines and implements additional utilization modalities, and prepares UM workforce to apply criteria, collect utilization data, and improve efficiency through the health care continuum.

HEALTH SYSTEMS INNOVATION PLANNING AND COORDINATION

Overview

Health Systems Innovation Planning and Coordination (HSIPC) actively works to perform in-depth analyses of health care and health care operations, compose and maintain business case documentation for IT solutions, formulate IT and informatics strategy, and coordinate or execute aspects of solution planning and development.

Functions and Activities

- Conducts business analyses to identify, analyze, and document business requirements for health care operations, and assist with planning and task coordination related to QSV-sponsored software development projects.

- Identifies opportunities to add value, reliability, or efficiency to health care or health care operations through system integration or process refinement.
- Conducts business intelligence planning and development.

EVIDENCE-BASED CLINICAL PRACTICE GUIDELINES PROGRAM

Overview

The Evidence-Based Clinical Practice Guidelines (CPG) Program develops and disseminates evidence-based standards into the delivery process to improve Veteran care by reducing overuse, misuse, and underuse of evidence-based practice, and systematizing “best known clinical practices.”

Functions and Activities

- Works with DoD to develop EBP guidelines to be used within VA and DoD. VA/DoD guideline-development work is conducted under the auspices of the VA/DoD Evidence-Based Practice Working Group (EBPWG), which is chartered by the VA/DoD Health Executive Committee.
- 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.

HIGH RELIABILITY SYSTEMS AND CONSULTATION (10A4C)

Overview

The High Reliability Systems and Consultation Program creates the integrated organization-wide capacity to continuously improve toward the goal of high reliability, predictability, prevention of harm, and standardization of best practices.

SYSTEMS REDESIGN AND CONTINUOUS IMPROVEMENT PROGRAM

Overview

The Systems Redesign and Continuous Improvement Program examines all parts of the integrated delivery systems to identify opportunities to reduce variation, remove waste and manage constraints.

Functions and Activities

- Leads and facilitates implementation of high-reliability systems at VHA facilities through investments in improvement capability.
- Leads and facilitates improvements to patient access to health care.
- Trains teams at the local, regional, and national level to develop the Lean and Six Sigma competencies through the VA-TAMMCS (Vision, Analysis, Team, Aim, Map, Measure, Change, Sustain) framework to continuously improve their delivery systems toward efficiency and optimization.

VETERAN ENGINEERING RESOURCE CENTERS

Overview

The Veteran Engineering Resource Centers (VERC) systemically apply the concepts of industrial and systems engineering in health care to derive safe, efficient solutions and optimized platforms of care delivery.

Functions and Activities

- Leverages engineering analysis and tools to understand the scope and nature of current deficits and bottlenecks.
- Designs and develops engineering solutions to identified clinical and operational systems issues and priorities.
- Teaches engineering principles to health care professionals and health care principles to engineering professionals.

HEALTH CARE VALUE (10A4D)

Overview

Health Care Value is the key overarching endpoint of the success of program strategies for all aspects of the QSV organization addressing concepts specific to measurement and results, risk intelligence, and education and program planning.

Functions and Activities

- Supports a balanced scorecard of leading indicators of organizational health in key value domains, including financial sustainability, organizational culture, business and clinical process integrity, clinical safety, effectiveness and reliability, system improvement and optimization, and workforce competencies.
- Fosters internal and external partnerships to promote improved population health and health care value, including participation in national campaigns to improved value-based delivery for the Veteran populations that we serve. Prioritizes, endorses, and supports organizational initiatives and projects that strengthen value-driven care through improved population health, better experience of care, and health care delivery and creates a seamless patient experience with superior levels of Veteran activation in their health care at a low per capita cost.
- Fosters collaborative work with research, clinical programs, and analytic partners to increase enterprise value (better health, better care, efficiency).
- Supports education and training content for the work force that address quality, safety, high-reliability concepts, and principles.
- Facilitates strategic communication of quality, safety, and high-reliability policies, evidence, research, and best practices as they relate to enhanced healthcare value.
- Leverages education and training principles to develop an overarching quality assurance and improvement framework that addresses both core and specific training needs of health care professionals.

The **Product Effectiveness (PE) Program** measures the performance of strategic VHA health care solutions and processes by examining the efficiency, effectiveness and value of organizational investments. The PE organization is results-driven and provides measured, evidenced-based information for program decision support covering the entire project life cycle including planning, budgeting, acquisition, implementation, and operation to provide the most value and benefits to VHA organizations.

- 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.

SAFETY AND RISK AWARENESS (10A4E)

Overview

Safety and Risk Awareness works to create a highly reliable organization through a just culture, engaged leadership, high functioning clinical teams with the best staff, improvement of the environment of care, and consideration of emerging and current organizational risks.

NATIONAL CENTER FOR PATIENT SAFETY

Overview

The National Center for Patient Safety (NCPS) assures patient care is safe, preventable harm is reduced, and safety risks are eliminated.

Functions and Activities

- Develops programs and initiatives focused on a systems approach to problem solving, based on prevention, not punishment.
- Develops patient safety products, such as toolkits, checklists, alerts, advisories, and cognitive aides.
- Designs and implements VHA-wide patient safety initiatives and identifies potential practices that could cause harm to patients as a result of their care.
- Develops VHA priorities in patient safety by supporting root cause analysis efforts VHA-wide, reviewing the reported adverse events and close calls, and providing local or national guidance based on the results, as appropriate.
- Leads efforts to utilize the most current research to create a culture of safety that rises above the “name and blame” culture of the past, and is focused on improving or replacing faulty clinical processes that can cause harm to patients, regardless of the caregiver involved.

MEDICAL STAFF AFFAIRS (CREDENTIALING AND PRIVILEGING)

Overview

Medical Staff Affairs (Credentialing and Privileging) oversees and manages the Credentialing and Privileging process which includes collecting relevant data and information to appoint, reappoint, and privilege health care providers, and assure that qualified health care professionals are providing the appropriate care, in the appropriate setting, based upon the scope of their respective privileges.

Functions and Activities

- Supports a culture of safe, competent care by assuring the recruitment and appropriate credentialing of qualified, appropriately licensed health care providers.
- Assists VHA and medical center leadership in meeting the provider competency and oversight of health care delivery to ensure that safe, high quality, reliable care.
- Guides VHA medical center leadership through medical staff processes from recruitment to termination and reporting.

ENTERPRISE RISK MANAGEMENT

Overview

Enterprise Risk Management (ERM) protects the VHA from risks that could interfere with the organization's objectives and goals and mitigate risk where it is unavoidable. ERM in QSV adopts standard risk management processes, but applies them throughout the organization and for all issues, not just liability or loss events and utilizes an alternative lens that examines multiple forms of uncertainty as they affect key objectives for the organization.

Functions and Activities

The value proposition of ERM within the VHA is that it contributes to:

- Sustainability of safe, quality care
- An integrated, forward-looking, and process-oriented approach
- Management of key operational risks (not just clinical risks or financial risks) with the long-range intent of maximizing value for stakeholders through management of both positive and negative risk potential

CLINICAL RISK MANAGEMENT PROGRAM

Overview

The 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 the 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 have the psychological safety to express quality of care concerns. The quality improvement platforms aligned within VHA QSV Risk Management are but one component of an integrated enterprise risk management program. Risk management professionals in VHA are facilitators of change, proactively seeking opportunities to support the goal of improved patient care. Review and analysis of VHA-wide data related to facility-level peer review for quality management activities; external audits of peer review for data validation and identification of performance improvement opportunities; and disclosure of adverse events to patients.

Functions and Activities

- Management of activity requirements related to administrative processing of tort claims

OFFICE OF MEDICAL-LEGAL AFFAIRS

Overview

The Office of Medical-Legal Affairs (OMLA) was established to facilitate VHA's support of the Health Care Quality Improvement Act of 1986, which established an HHS system to track practitioners on whose behalf a malpractice claim has been paid.

Functions and Activities

- Coordinates and convenes panels to review all paid VHA tort claims for determining whether the standard of care was rendered.
- Identifies licensed practitioners for reporting to the National Practitioner Data Bank (NPDB).
- At the request of Regional Counsels, provides assignment of needed pre-settlement Medical Advisory Opinions (MAOs) to a facility outside the VISN where the episode of care occurred. This is centralized through OMLA as a means 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

5 USC 552a
28 USC 2346(b) and 2671-2680
38 USC Chapter 17
38 USC 5705
43 USC 11101-11152
38 CFR Part 46
VHA Directives 1030
VHA Directives 2006-067
VHA Directives 2008-002
VHA Directives 2008-077
VHA Directives 2009-043
VHA Directives 2009-032
VHA Directives 2010-011
VHA Directives 2010-023
VHA Directives 2010-025
VHA Handbook 1004.07, 1050.01, 1100.17, 1100.19
PL 104-191.

VHA OFFICE OF STRATEGIC INTEGRATION (10A5)

Overview

The Office of Strategic Integration (OSI) facilitates the successful implementation of the *VHA Strategic Framework* and supports the development of a systematic approach to the design, evaluation, and diffusion of new capabilities. OSI collaborates with stakeholders to define and achieve common goals while optimizing standardized business processes to ensure coordination, integration, and effective execution of the *VHA Strategic Plan*.

Functions and Activities

- Provides strategic direction, tactical planning, oversight, and integration of projects and programs that are developed in support of the VHA strategic plan.
- Ensures that business and clinical practices are designed to support strategy.

- Aligns efforts to ensure organizational resiliency and readiness for change.
- Fosters benchmarking, innovation, integration, and discovery to advance the strategic plan and identify future opportunities.
- Provides consultation, project management expertise, repeatable processes, and reusable tools designed to facilitate successful execution of strategy.
- Responsible for PPBE process in VHA and serves as the principle liaison to Corporate Analysis and Evaluation within VA's Office of Policy and Planning on matters relating to the VHA PPBE process.
- Serves as principal liaison to OPP and the Enterprise Program Management Office (ePMO) on matters relating to VHA Transformation Major Initiatives.
- Serves as principal advisor and liaison to VHA's executive leadership on matters relating to VHA Transformation Major Initiatives, execution of the *VHA Strategic Plan* through the development of an integrated implementation plan, and PPBE through the PDUSH.
- Integrates efforts with stakeholders within VA, other Federal partners, and community organizations to advance VHA's strategic plan.

Authorities

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

VHA OFFICE OF HEALTH EQUITY (10A6)

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.

Functions and Activities

- Impacts health and health care equity for Veterans by working to replace barriers preventing appropriate individualized health care that strives to achieve the highest level of health and health care outcomes for all.
- Increases awareness of the significance of health inequalities and disparities, their impact, and the actions necessary within VHA to improve health care and health outcomes for vulnerable 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 and analyzing reasons for any identified disparities.
- 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 HHS.
- 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 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, and 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 the ADUSH for Informatics and Analytics and VHA other program offices to assess quality of care differences and ensure data capture of health care and outcome measures and explores the development of new measures and the use of measures validated by other organizations that will help VHA understand the intermediate steps in the causal pathway leading to inequitable health care delivery, health outcomes or satisfaction with care.

Authorities

38 USC Chapter 73 and applicable Subchapters I-IV

VHA OFFICE OF THE DEPUTY UNDER SECRETARY FOR HEALTH FOR POLICY AND SERVICES (10P)

Overview

The Office of the Deputy Under Secretary for Health for Policy and Services is dedicated to ensuring excellence in the full continuum of health care policy, information management, research, ethics, and public health-related services. It provides oversight of DUSHPS programs and aligns them with the strategic objectives and APGs articulated by the Department, as well as VHA strategic goals.

Functions and Activities

Advises the USH, PDUSH, and other principal officials on all matters pertaining to the health policy and programs.

- Develops and presents policies, plans, and programs for appropriate decision making.
- Catalyzes innovation and promotes diffusion of best practices and technologies throughout VHA by using innovative approaches and technologies and collaborating with partners within and outside VHA.
- Ensures effective coordination of policies and programs within VHA.
- Communicates and advocates VA policies, plans, and programs to external audiences on all matters pertaining to VA health care system.
- Serves on internal and external committees and represents VHA interests.
- Serves as a bridge between the operations and oversight arms of VHA for safe and effective delivery of health care services.
- Collaborates with QSV and the Office of the Deputy Under Secretary for Health for Operations and Management.

Provides executive leadership and direction to offices under the DUSHPS, including the Office of Policy and Planning, Office of Informatics and Analytics, Office of Public Health, Office of Patient Care Services, Office of Interagency Health Affairs, National Center for Ethics in Health Care, and Office of Research and Development.

- Guides and oversees the responsible ADUSHs and Chief Officers in developing, implementing, executing, and supervising where appropriate, the execution of VA policy, plans, programs, budgets, and activities.
- Addresses gaps or concerns by promulgating policy, employing information and informatics tools to improve outcomes, and measuring results to ensure continuous learning.
- Oversees the execution of Policy and Services acquisitions, financial management, travel, human resources management, and space and information management strategic plans.
- Oversees productivity and management of Policy and Services programs.
- Develops policies and programs within the functional areas of the office.
- Oversees the office strategic planning process, identification of best practices, and evaluation mechanisms, including process and outcomes measures.

Authority

38 USC Chapter 73

VHA OFFICE OF THE ASSISTANT DEPUTY UNDER SECRETARY FOR HEALTH FOR POLICY AND PLANNING (10P1)

Overview

The Assistant Deputy Under Secretary for Health for the Office of Policy and Planning advances the Veteran health care system through mission critical planning, forecasting, information, and policy analysis.

Functions and Activities

Strategic Planning and Analysis (10P1B). Ensures Veterans and their families have access to high-quality health care services through effective and integrated system-wide strategic planning.

- Leads, supports, and coordinates the VHA strategic planning process.
- Coordinates VHA support to VA strategic plan and reporting requirements.

Policy Analysis and Forecasting (10P1A). Facilitates the delivery of high quality health care by providing analytics to support policy decisions and advance system effectiveness.

- Oversees, monitors, and supports health care policy development efforts 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.
- Conducts the Survey of Veteran Enrollees' Health and Reliance Upon VA.
- 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.

Rural Health (10P1R). Increases access to quality health care services for Veterans residing in rural and highly rural areas.

- Meets the objectives of PL 109-461 and PL 112-154 to expand and enhance the delivery of health care to rural Veterans, and ensures integration with overall strategic planning efforts.
 - Collaborates with VA program offices, other Federal and State partners and rural health communities to build partnerships.
 - Engages in studies and analyses, and promulgates best practices.
 - Translates research and best practices into policy and measurable impacts.
- Obligates Office of Rural Health funds to support VA rural health initiatives.
- Implements and oversees goals, procedures, policies and performance measures for Office of Rural Health by documenting the impacts of best practices in rural health, enhancing existing and implementing new strategies to improve and begin new collaborations, and increase service options for rural Veterans.

Authorities

38 USC Chapter 73

PL 109-461 § 212 (7307-7308)

VHA OFFICE OF THE ASSISTANT DEPUTY UNDER SECRETARY FOR HEALTH FOR INFORMATICS AND ANALYTICS (10P2)

Overview

The Office of Informatics and Analytics (OIA) supports patient-centered care by facilitating the deployment of innovative, secure health data systems and collecting, analyzing and disseminating the highest quality health information for Veterans, caregivers, VA clinicians, and administrative staff for decision making. OIA optimizes VA's world-class electronic health record (EHR) to promote evidence based decision making and patient-centered care by providing advanced and secure health information tools and services. These include: patient-facing health technology applications, enterprise data systems, sophisticated analysis and measurement, user-centered decision support, and agile business intelligence.

HEALTH INFORMATICS (10P2A)

Overview

Health Informatics (HI) is the focal point for advancing VA's Electronic Health Record and information systems. HI serves as the primary advocate for field clinicians regarding Health Information Technology (HIT) and provides program support to HIT solutions such as the Virtual Lifetime Electronic Record (VLER) Health Program, VistA Evolution, and the Health Management Platform (HMP).

Functions and Activities

- The Health Informatics Initiative (hi²) shapes the future of VHA clinical information systems through deliberate application of health informatics and HIT to deliver solutions that transform health care delivery to Veterans, directly improving quality and accessibility while optimizing value.

- Provides leadership, direction, facilitation, and coordination for clinical informatics activities throughout VHA and continue as industry leaders in the use of health informatics and HIT.
- Provides leadership, strategic direction, and support for the VHA participation in the VistA Evolution (VE) initiative.
- Supports the programmatic requirements for EHR/VE, with particular emphasis on the development and deployment of VE, Interagency Program Office (IPO), membership in Interagency Clinical Informatics Board (ICIB), open source and community IT initiatives, innovation and research, and support of VLER Health activities.
- Aligns clinical and business operations associated with positive patient identification scanning technology solutions (i.e., bar code) for automated data capture, including traceability of pharmaceuticals, medical devices, and medical implants.
- Optimizes the user experience with VHA health information systems to facilitate care delivery and patient wellness.
- Serves as the Office of Professional Responsibility (OPR) representing VA on the Office of the National Coordinator (ONC)/Federal Health Architecture (FHA) managing partner governance board where Federal privacy, security, and operations policies concerning data sharing among Federal agencies were coordinated.

ANALYTICS AND BUSINESS INTELLIGENCE(10P2B)

Overview

Analytics and Business Intelligence (ABI) provides timely and reliable analytic and business intelligence data and products to support and improve clinical and operational programs at all levels of the VHA health care delivery system. ABI's sophisticated analytic and business intelligence solutions facilitate evidence-based decisions for Veterans and their families, patient populations, clinicians, and those managing health care delivery systems.

Functions and Activities

- Provides oversight, access, analysis and reporting of data to internal VA organizations and program offices for the purpose of health care delivery/clinical oversight, including dashboards, cubes and reports for primary and specialty care (e.g., homelessness, rural health, OEF/OIF/OND, Women Veterans, VA/DoD sharing) and nursing.
- Provides education and mentoring to the field to accelerate use of data for performance improvement and decision making.
- Supports the External Peer Review Program (EPRP) and Survey of Health Experiences of Patients (SHEP), including developing measures to track clinical and other outcomes based on the philosophies of evidence-based practice, where multidisciplinary national experts within VHA incorporate best evidence derived from research into clinical practice guidelines for VHA's highest volume, highest risk conditions, and measurement and accountability.
- Clinical Assessment Reporting and Tracking (CART) collects data at the point of care on every coronary procedure performed in all VA Cardiac Catheterization Laboratories and uses the data to optimize quality and safety.
- Predictive Analytics uses context sensitive, relevant information to identify unrecognized relationships and develop sophisticated analytic models to predict important clinical outcomes.

HEALTH INFORMATION GOVERNANCE (10P2C)

Overview

Health Information Governance (HIG) represents VA on national and international health care policy initiatives regarding Veterans' data. HIG serves as VHA's subject matter and policy expert regarding privacy, health care security, and on data contained in Veterans' EHRs and in national data systems. Other functions include compliance monitoring, management of national data systems, and knowledge-based library services. HIG also develops and implements privacy and FOIA policy and regulations in accordance with FOIA, the Privacy Act, Title 38 confidentiality statutes, and the Health Insurance Portability and Accountability Act of 1996 (HIPAA) Privacy Rule.

Functions and Activities

- Provides oversight and guidance to field facilities on coding, documentation, and records management and trains clinicians, health information management staff, and records management staff throughout the VA health care system.
- Serves Veterans and VA employees by ensuring health care security requirements are maintained through coordinated standardized processes, ongoing compliance assurance, and integrated during the Software Development Lifecycle.
- Provides subject matter expertise and oversight of International Classification of Diseases Version 10 (ICD-10) Coding System implementation including responsibility for the ICD-10 Program Office.
- Serves as VHA's FOIA Officer and VHA's Privacy Officer and as VHA HIPAA Security Subject Matter Experts (SME).
- National Data Systems (NDS) functions as the central program for managing and tracking all VHA data access requests.
- Implements and manages a framework to continuously improve data quality and guide data governance processes to ensure that business stakeholders participate in decision making about data key to their programs, including advancing data quality for the Corporate Data Warehouse (CDW), Master Veteran Index (MVI), and other key initiatives (e.g., VistA Evolution, eHealthWay, VRM Identity and Access Management).
- Library Network Office (LNO) provides leadership and support for the provision of high quality knowledge-based services, programs and resources to VA staff, Veterans, and their families.
- VACO Library provides virtual and onsite access to current and authoritative resources to VACO employees, assisting them in making evidence-based decisions.

CONNECTED HEALTH OFFICE (10P2D)

Overview

The Connected Health Office collaborates with partners throughout VA to leverage technology and innovation to transform care delivery, and offers unified, integrated, and personalized virtual services that connect Veterans with a state-of-the-art system of care.

Functions and Activities

- Develops, expands and oversees VA's Veteran and staff facing mobile applications.
- Manages the Connected Health Governance Board (CHGB) which creates and enforces an enterprise-wide strategy and vision for the Veteran connected health initiative.

- Focuses on improving the user experience: build in user-centered design, context and role-based workflow, data mining, and decision support/analytic capabilities to improve personalization and tailoring of information across numerous devices/user touch points.
- Works collaboratively to standardize products, including standardized interfaces and development tools, and promotes their reuse.
- Drafts, in conjunction with OIT, a unified, consistent, and effective approach to develop, implement, and sustain health care technologies.
- Directs current and future clinical programs for My HealthVet Personal Health Record and social media.
- The VHA Innovation Program fosters the emergence of health care innovations, including solicitation of innovative ideas via employee and industry competitions.

STRATEGIC INVESTMENT MANAGEMENT (10P2E)

Overview

Strategic Investment Management facilitates sound decision-making for the development, acquisition, and maintenance of health-focused IT 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.

Functions and Activities

- Serves as the champion for VHA IT needs within VA's PPBE process.
- Informs decision making for prioritization of IT funding/investments and business-driven sequencing of future health information functionality.
- Organizes current and future business knowledge; gathers, documents, analyzes, and evaluates clinical and business requirements, business processes, and business information needs for IT development.
- Serves as the integration agent of VHA business information to enable translation of VHA strategy and business/mission into structured long-term IT plans.
- Provides custodial management and serves as information stewards of VHA business information to support business owners.
- 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.
- Improves integration and information sharing with partners to include joint VA-DoD interoperability initiatives.

PROGRAM SUPPORT OPERATIONS (10P2F)

Overview

Program Support Operations (PSO) manages the business functions for the OIA divisions, providing guidance and support in areas such as planning and strategy, budget, training, human resources, procurement, and communications.

Functions and Activities

- **Budget and Finance:** Formulates and develops OIA's budget, executing and tracking spending against the plan.
- **Communications:** Uses a variety of communications channels including print collateral, Websites, and social media to provide strategic communications support to ensure communications outcomes are aligned with OIA, VHA, and VA objectives.
- **Contract Management Support:** Supports OIA by assisting in the development and administration of all OIA service contracts.
- **Workforce Planning and Employee Administration:** Provides subject matter expertise, guidance, and support in a full range of areas affecting OIA's human capital, including the full life cycle of human resource actions, position and performance management, timekeeping, travel, and conference planning.
- **Training Strategy:** Develops training resources available to all VACO and field staff, with over 300 training sessions available on www.myvehucampus.com, OIA's own virtual learning platform.,

Authorities

38 USC Chapter 73 and applicable Subchapters I-IV
The Privacy Act of 1974
The Paperwork Reduction Act of 1980
The Health Insurance Portability and Accountability Act of 1996
The Government Paperwork Elimination Act of 1998
The Electronic Government Act of 2002
The Federal Information Security Management Act of 2002
The Health Information Technology for Economic and Clinical Health Act of 2009
The Patient Protection and Affordable Care Act of 2009
Freedom of Information Act
The Clinger-Cohen Act of 1996 (Information Technology Management Reform Act)
38 USC 5701
5 USC 552
38 USC 7332
38 USC 5705
EO 12862
EO 13571
29 USC 794d, § 508

VHA OFFICE OF PUBLIC HEALTH (10P3)

Overview

The Office of Public Health serves as the leader and authority in public health, a core element essential to VA's ability to fulfill its mission to serve and honor the men and women who are America's Veterans. Within VA, public health is the science and practice of promoting health and preventing disease among Veteran and VA staff populations. In this context, health can be affected by natural or human-made environments, present and past occupations, place in society, gender, and other social or individual characteristics.

Functions and Activities

The Office of Public Health provides public health expertise to VHA, including studies and surveillance of specific cohorts of Veterans; investigating, mitigating, and reporting on outbreaks and adverse events; leading efforts on infectious disease reporting; conducting look back and epidemiologic investigations across VA's health care system; and providing public health expertise for disaster preparedness, planning, and response.

- Analyzing and reporting on Population Health issues by measuring, monitoring, and identifying trends that impact the health of all Veterans.
- Enhancing care of Veterans by ensuring a healthy, productive workforce including strengthening of programs related to health promotion, reducing workplace violence, reducing work-related injury and illness, and employee health promotion and impairment prevention.
- Providing management and administrative oversight and support to Public Health’s four main programs: Post-Deployment Health, Clinical Public Health, Population Health, and Occupational Health.

POST-DEPLOYMENT HEALTH (10P3A)

Overview

Post-Deployment Health conducts assessments, scientific studies, surveillance, outreach, and education to address Veterans concerns with respect to potential exposure to environmental hazards as a result of military service.

Functions and Activities

- Performs surveillance and epidemiological studies of the health of Veteran populations to determine adverse health outcomes associated with deployment and military service in general.
- Coordinates with DoD through the Deployment Health Working Group on all potential environmental and occupational hazards affecting Veterans’ health to facilitate data sharing and coordinate policy development.
- Develops, maintains, updates, and evaluates VA health registries, including the Persian Gulf War Health, Agent Orange, Ionizing Radiation, Traumatic Brain Injury, and Open Burn Pit registries.

CLINICAL PUBLIC HEALTH (10P3B)

Overview

Clinical Public Health provides clinical policy and guidance nationally to VHA networks and facility partners on issues where public health and clinical medicine intersect.

Functions and Activities

- Supports programs on Human Immunodeficiency Virus (HIV), Hepatitis C (HCV) and viral hepatitis, seasonal influenza, hand hygiene, respiratory etiquette, consequences of tobacco use and tobacco-use cessation, preparedness and response for new and re-emerging infectious diseases, health impacts of climate change and environmental justice, and other public health hazards, public health program health care quality, surveillance and research, and epidemiologic investigations.
- Collaborates with other offices and programs to provide field guidance and support on use of emerging treatments on new HIV/HCV antiviral therapy, including clinician training through telehealth programs.
- Represents VA as a member of the White House’s National HIV/AIDS Strategy Committee.
- Conducts public health surveillance and research within VA focusing on biosurveillance and Health Care-Associated Infections (HAI).
- Manages HAI and Influenza Surveillance System (HAISS), an automated system using EHR data for detection of infections, antimicrobial use, and disease incidence anomalies.
- Leads epidemiological investigations for unexpected adverse events.

- Responsible for development and coordination of smoking and tobacco-use cessation, and tobacco control policy and programs in the VA health care system.
- Identifies and develops clinical policies and programs to increase Veterans' access to evidence-based tobacco cessation care.
- Responsible for representing VHA as a member of the Interagency Committee on Smoking and Health.

POPULATION HEALTH (10P3C)

Overview

Population Health provides epidemiologic expertise, qualitative and quantitative analysis, and evidence-based recommendations to support the three core functions of public health practice, assessment, policy development, and assurance.

Functions and Activities

- Provides leadership and guidance on identifying and measuring the health 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 Public Health and 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.

OCCUPATIONAL HEALTH (10P3D)

Overview

Occupational Health provides leadership, consultation, policy analysis and evidence-based programming to promote a healthy and safe work environment, reduce injury, prevent violence and support meaningful work in VHA.

Functions and Activities

- Supports, reviews, analyzes, and responds to emerging trends in related regulatory (Occupational Safety and Health Administration [OSHA] and Joint Commission) requirements, OIG investigations, congressional mandates, and VHA Veteran care priorities.
- Identifies training needs and develops products and services to disseminate knowledge and build occupational health, injury reduction, and health promotion capacity within VHA medical center work environments.
- Creates products and services that support employee well-being.
- Develops, maintains, and analyzes databases for employee accident and injury tracking, medical surveillance, occupational safety, and occupational/employee health.
- Provides advice to VA medical facilities on health, safety, and prevention programs.
- Evaluates existing programs, supports organizational operational research, and funds operational trials on important issues for occupational safety, health, and prevention.

Authorities

38 USC Chapter 73 and applicable Subchapters I-IV

VHA OFFICE OF THE ASSISTANT DEPUTY UNDER SECRETARY FOR HEALTH FOR PATIENT CARE SERVICES (10P4)

Overview

The Office of the Assistant Deputy Under Secretary for Health for Patient Care Services (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. PCS provides care through policy and program development that promotes dignity and respect, and is achieved by utilizing innovative approaches and technologies through interdisciplinary collaboration both within and outside of VHA.

Functions and Activities

- PCS provides leadership and policy to enable VA to provide the best possible health care for our Nations' Veterans.

CARE MANAGEMENT AND SOCIAL WORK SERVICES (10P4C)

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 Servicemembers, 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.

Functions and Activities

- Provides caregiver support services nationwide to ensure Veterans and their family caregivers have access to services and programming to support them in their role as family caregivers.
- 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.
- Provides assistance to families of Veterans, active duty Servicemembers, 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 Servicemembers who are receiving medical care at VA medical facilities nationwide.
- Provides temporary lodging for Veterans receiving outpatient VA medical care or Compensation and Pension examinations. Veterans may be accompanied by family members or caregivers to provide additional support during the course of treatment.
- Provides direct transition assistance at military treatment facilities to post 9/11 era Servicemembers and Veterans, including those who served in support of 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 Servicemembers 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 Domestic Violence and Intimate Partner (DV/IPV) 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 through the use of psychosocial interventions for Veterans, families, and caregivers.

CLINICAL STRATEGIC PLANNING AND MEASUREMENT (10P4A)

Overview

Clinical Strategic Planning and Measurement supports PCS leadership in developing, implementing and evaluating the *Patient Care Service Strategic Plan*, which supports and advances VA and VHA strategic goals and objectives.

Functions and Activities

- Provides advice on developing a comprehensive strategic vision, which includes organizational objectives and execution strategies.
- Provides data, conducts assessments of current conditions, collaborates with PCS leaders to develop realistic and appropriate performance evaluation metrics, and develops and produces analysis and reporting tools that support leadership capacity and the capability to implement, evaluate, and course-adjust strategic activities.
- Represents the Chief and Deputy Chief PCS officers in high-level negotiations involving the establishment or implementation of policies, practices, management and operational activities under the purview of PCS.
- Responds to Departmental, administration, congressional, and GAO inquiries.
- Participates in Department-wide activities involving organizational alignment, functional assignments, strategic development of patient care, performance measurement and staffing.
- Provides leadership and advisory services, which are oriented toward providing general management solutions to achieve optimum overall program balance in relation to VHA's and VA's missions.

DIAGNOSTIC SERVICES (10P4D)

Overview

Diagnostic Services provides SMEs in the fields of pathology, laboratory medicine, radiology, and nuclear medicine. It convenes interdisciplinary groups among diagnostic services employees (physicians, nurses, technicians, technologists, administrators, program assistants, and analysts) to share technical knowledge and best practices.

Functions and Activities

Pathology and Laboratory Medicine Services (PLMS) establishes national policies for VA clinical laboratories.

- PLMS provides guidance to the senior leadership and field employees in the VA, VHA, and the VA laboratory community in general to help ensure that timely, cost-effective, and high quality anatomic and clinical pathology services are provided for VA patients and caregivers.
- The National Enforcement Office within PLMS oversees the quality of services provided by VA clinical laboratories, and laboratory compliance with regulatory, accreditation, and policy guidelines, including production of self-assessment tools and education for stakeholder groups.

- PLMS collaborates with the centers for Medicare and Medicaid services, the DoD, the Food and Drug Administration, the various accrediting organizations, and other Federal and civilian external agencies.
- Supports, promotes, and ensures the delivery of quality laboratory services to eligible Veterans.
- Identifies trends, issues, and monitors laboratory workload statistics to support effective VHA decision making.

National Nuclear Medicine and Radiation Safety Services is proactive in VA's mission as a leader in quality, safety, clinical informatics, care efficacy, and efficiency within a Veteran-centric and Employer of Choice culture.

- Provides a Nuclear Medicine self-assessment tool to the field for a complete quality review of field Nuclear Medicine services.
- Physician professional performance medicine is tested through an integrated Nuclear Medicine imaging and interpretive annual proficiency program that provides physician-specific performance data and information to the service and physician.
- Tracks and communicates shortages and recalls of radioactive isotopes to the field to ensure safe patient care.
- Educates Nuclear Medicine stakeholder groups, such as physicians, technologists, and Radiation Safety Officers through LiveMeetings and Webinars specific to the educational needs of each of these groups.
- Provides advice and counsel to stakeholders, including VACO, VISNs, and VAMCs by disseminating trends in nuclear services from volume and type of studies performed, and monitoring quality benchmarks such as the annual Nuclear Imaging Proficiency Program. Also advises on issues concerning professional recruitment and retention, and technologist and physician productivity.
- Sponsors ad hoc support groups in nuclear medicine and radiation safety issues, and develops productivity models to provide stakeholders with previously unavailable benchmarks.
- Identifies trends, issues, and projects through quarterly conference calls with the Radiation Safety Center for Inquiry and the Nuclear Medicine Technologist Advisory Group.
- Produces an annual staffing productivity model that assists field offices in assessing current technologist staffing needs and predicting future needs.
- Represents VHA Nuclear Medicine to other Government agencies and departments.

Radiology advises and recommends courses of action to VACO, VISNs, and facility staff in order to facilitate timely, cost-effective, and high quality diagnostic care in safe environments.

- Analyzes and presents trends in imaging statistics to support effective VHA decision making.
- Provides advanced educational opportunities to diagnostic service employees.
- Radiology nominates specific areas of health care research to address the emerging needs of patients.
- Collaborates with DoD and other Government agencies to provide back-up diagnostic services in times of crisis or disaster.

- Provides radiology subject matter expertise to various VA offices on diverse topics, including strategic planning, contracting, restructuring, information system requirements, and appropriate standards of care in support of program and project implementation and policy development.
- Certifies VHA Mammography Services in compliance with the Mammography Quality Standards Act to ensure quality services to our patients.

TeleRadiology provides remote radiologic interpretations and transmits images and results to wherever they are needed.

THE GERIATRICS AND EXTENDED CARE SERVICE (10P4G)

Overview

The Geriatrics and Extended Care Service (GEC) advances quality care for Veterans of all ages who are chronically ill or elderly by providing policy direction for the development, coordination, and integration of geriatrics, hospice and palliative care, and long-term services and supports, and for the advancement of geriatrics, hospice and palliative care and long-term services and supports through research, education, and evaluation of new clinical models. The shared purpose of all Geriatric and Extended Care programs goal is to prevent or lessen the burden of disability on Veterans of all ages including older, frail, chronically ill patients and their families/caregivers, to maximize each patient's functional independence; and to optimize quality of life, or as appropriate, the quality of death. Because the course of chronic illness varies, the health care needs of chronically ill patients also change, requiring the services of one, some, or all Geriatrics and Extended Care long-term services and supports over time.

- **Functions and Activities****Geriatric Evaluation, Inpatient and Outpatient Geriatric Evaluation & Management, and GeriPACT** (formerly Geriatric Primary Care) offer interdisciplinary inpatient or outpatient services to elderly patients that help clarify whether additional geriatric program(s) within or beyond VA may be helpful for optimizing function and minimizing decline.
- **Geriatric Evaluation**, for which every enrolled Veteran is eligible as part of his or her guaranteed Veterans Benefits, is a clinical service available in a range of settings that consists of a multidimensional set of evaluations leading to development of an interdisciplinary plan of care consisting of treatment, rehabilitation, health promotion and social service interventions, on behalf of a chronically debilitated Veteran, with the explicit intention of identifying and minimizing functional impairments and clinical needs, both apparent and emergent. Geriatric evaluation may be provided in Specialized Geriatric Evaluation and Management programs (see below), Community Living Centers, acute care, outpatient clinics, and Home-Based Primary Care.
- **Geriatric Evaluation and Management (GEM)** is a specialized program of Geriatric Evaluation in an inpatient or outpatient setting. The Goals and Objectives of GEM Programs are to: (1) improve the processes and outcome of clinical care; (2) ensure efficient use of hospital and community resources; and (3) provide geriatric education for health professionals and trainees.
 - In outpatient GEM, the initial assessment and development of the plan of care is followed by execution of the care plan in the originating Patient-Aligned Care Team (PACT) or following the transfer of the Veteran from PACT to a GeriPACT.
 - Inpatient GEM follows the process of initial assessment, development and implementation of a care plan through an interdisciplinary team approach. Post discharge patients are followed by a GeriPACT after transfer of primary care responsibility from the PACT.
- **Geriatric Patient-Aligned Care Team (GeriPACT, formerly called Geriatric Primary Care)** provides patient-centered, interdisciplinary, team-based primary care to particularly frail and/or complex Veterans (often but

not exclusively of advanced age). GeriPACT offers geriatric evaluation followed by interdisciplinary provision of medical, nursing, psychosocial, and associated health services for disease treatment and prevention; health promotion and education of both patients and caregivers; referral for specialty, rehabilitation, and other levels of care; caregiver support; and care management. The interdisciplinary GeriPACT team members are trained specifically for geriatric evaluation and the management of health care issues associated with chronic diseases and aging. GeriPACT is currently offered in about half of VAMCs and where provided, collocated PACTs and their patients benefit from GeriPACT's assumption of care of some of the PACTs' most time-consuming and resource intensive Veterans.

- Home-Based Primary Care, Respite Care, Adult Day Health Care, and Long-Term Services and Supports Care assist Veterans to remain in their homes through combinations of disease mitigation, functional support, and caregiver support, either provided by or purchased from the community and coordinated by VHA staff.
 - **Home-Based Primary Care (HBPC)** is a home care program for which every enrolled Veteran is eligible as part of his or her guaranteed Veterans Benefits. HBPC provides comprehensive, interdisciplinary, longitudinal primary care in the homes of Veterans with complex medical, social, and behavioral conditions for which routine clinic-based care is not effective or not feasible due to transportation challenges. HBPC is designed to serve the chronically ill through the months and years before death, providing primary care, palliative care, rehabilitation, disease management, and coordination of care services. HBPC primarily targets three types of patients in need of home care: (a) longitudinal care patients with chronic complex medical, social, and behavioral conditions; b) longitudinal care patients who require palliative care for an advanced disease that is life limiting or refractory to disease modifying treatment; and (c) patients whose home care needs are expected to be of short duration or for a single problem not requiring an interdisciplinary team, when such services best help the facility meet the needs of this population.
 - **Respite Care** is a general term for time-limited supervision and provision of supportive care for the purpose of permitting a caregiver to attend to his or her own personal needs and well-being. Every enrolled Veteran is eligible to receive up to 30 days of respite care per year as part of his or her guaranteed Veterans Benefits. Respite may be provided through admission to an inpatient unit (acute care, VA Community Living Center or community nursing home), as part of a Homemaker/Home Health Aide service, or through a VA- or Community-Adult Day Health Care program.
 - **Adult Day Health Care (ADHC)** is a therapeutically oriented, outpatient day program for which every enrolled Veteran is eligible, as part of his or her guaranteed Veterans Benefits. ADHC provides health maintenance and rehabilitative services to frail elderly and functionally impaired Veterans in a congregate setting. Individualized programs of care are delivered by an interdisciplinary team of health professionals and support staff with an emphasis on helping participants and their caregivers to develop the knowledge and skills necessary to manage care in the home. The program serves as day respite for caregivers, often permitting ongoing employment in the face of a Veterans' need for constant supervision.
 - **Purchased LongTerm Services and Supports (LTSS)**, for which every enrolled Veteran is eligible as part of his or her guaranteed Veterans Benefits, permits dependent Veterans to remain living in the community despite a need for daily support, such as assistance with medications, bathing, meals, dressing, and mobility. LTSS are paid for by VHA but provided by community agencies or through other fee-for-service arrangements, and include:
 - **Homemaker/Home Health Aide (HM/HHA)** to provide a need-based level of support in addressing daily cares required for ongoing life in the community.
 - **Purchased Skilled Home Nursing (PSHN)** for time-limited skilled care (e.g., dressing changes, medication infusion) that supports early discharge from hospital.

- **Community Adult Day Health Care (C-ADHC)**, which is ADHC-provided by a non-VA entity and often includes transportation to and from the program.
- **Veteran-Directed Home and Community Based Care (VDHCBC)**, which is a new, uniquely Veteran-centered approach to LTSS in which VHA works with the Veterans and family to identify and procure (with VA support) the specific combination of services (including but not limited to HM/HHA, PSHN, C-ADHC and Respite) and providers selected to address specific Veteran needs and preferences.

SPECIALTY CARE SERVICES (10P4E)

Overview

Specialty Care Services (SCS) comprises a number of components designed to ensure the best overall preventive, clinical, spiritual, religious, and nutritional care is made available to the Veteran patient. VACO and field-based National Program Directors report to the Specialty Care Services Chief Consultant. The National Program Directors preside over a number of Field Advisory Committees that are aligned with different operational services and components as well as specific medical and surgical subspecialties. In addition, there are a number of specific purpose workgroups that are field based and have specialized purposes.

Functions and Activities

- **Anesthesia Service** provides guidance and consultation on all matters regarding the practice of anesthesia, which includes providing pain management during surgical, obstetrical, therapeutic and diagnostic procedures; monitoring and restoring homeostasis during the perioperative period; diagnosis and treatment of painful syndromes; and the management of cardiac and pulmonary resuscitation. Anesthesia Services collaborates with Surgical Services and the Pain Management Program.
- **Cardiology Service** provides information, guidance, and oversight to VHA cardiology initiatives to ensure the delivery of quality cardiac care. It is estimated that more than 30 percent of enrolled Veterans have cardiac problems, and VHA implants approximately 10,000 pacemakers and defibrillators each year. The Cardiac Implant Surveillance System remotely monitors implant performance. The National Implantable Device Registry follows Veterans with cardiac implants, and tracks recalls and device-related problems.
- **Chaplain Service** offers religious, spiritual, and pastoral care to meet Veterans' individual needs and desires. Chaplains ensure that Veterans' right to free exercise of religion is upheld, and ensure that spiritual and pastoral care is fully integrated into the total care and treatment program of each health care facility. As members of interdisciplinary health care teams, chaplains use a full spectrum of interventions to address spiritual injuries and enhance Veterans' spiritual health. Every VAMC has a chapel available for use by all Veterans and their families.
- **Diabetes and Endocrinology Service** develops and implements clinical guidelines for the prevention and treatment of associated diseases or disorders, and the mechanisms to track use of these guidelines as well as assessing their medical outcomes. It is estimated that more than 20 percent of enrolled Veterans have diabetes. VA research supports clinical trials and basic science studies that may result in discoveries to benefit diabetics. The Diabetes Program Office collaborates with the National Prevention Center, Food and Nutrition Services, Podiatry, Eye Care, and the Office of Research and Development with the goal of keeping blood glucose at safe levels. VA works to improve the health of Veterans with diabetes by identifying and treating risk factors for complications.
- **Emergency Medicine** works in collaboration with all other specialties, particularly Neurology and Cardiology in the areas of stroke and heart attack. In FY 2011, Emergency Medicine treated more than 2 million patients.

- **Eye Care – Optometry and Ophthalmology Services** work together and provide a full spectrum of primary, secondary, and tertiary eye care services for over 1.5 million Veterans annually. In addition, they contribute to the national VA Teleretinal Imaging Screening Program in concert with VHA Telehealth Services. This effort improves access and reduces preventable vision loss from diabetic retinopathy.
- **The VA/DoD Vision Center of Excellence (VCE)** leads and advocates for programs and initiatives across the VA and DoD health care systems in the prevention, diagnosis, mitigation, treatment, research, and rehabilitation of eye injuries and diseases, including visual dysfunctions related to Traumatic Brain Injury. The VCE provides oversight and program management of the Vision Registry implementation, which facilitates VA and DoD data sharing of ocular injuries and treatments to enable longitudinal outcomes analyses, to guide research, and to promote best clinical practices.
- **Gastroenterology Services** provides guidance, advice, and oversight on all matters related to diseases affecting the gastrointestinal tract. The office was established in 2011 and is developing strategies to address the rapidly increasing demand for services provided by Gastroenterology (e.g., colorectal cancer screening and surveillance) and Hepatology (e.g., Hepatitis C and end-stage liver disease management). The Gastroenterology Program is also working to develop national endoscopy reporting processes that facilitate quality assurance efforts. This office collaborates with other programs on a variety of issues, such as the Infection Disease Service (e.g., treatment of *Clostridium difficile* infection), the Anesthesia Service (e.g., moderate sedation policy), the National Center for Prevention (e.g., colorectal cancer screening guidelines) and the Clinical Public Health Group (e.g., Hepatitis C policy).
- **Office of Genomic Medicine**, established in 2010, facilitates the application of currently available genetic technologies to improve the health care of Veterans, and establishes an enriched resource for genomics research that can be translated into clinical care within VA. This office coordinates genetic counseling functions, establishes strategic guidance regarding the phased integration of genomic testing into clinical care, and most importantly, organizes broad education initiatives that will be rolled out over subsequent years.
- The **National Director of Medicine** ensures consultation and expert opinions as needed on clinical and administrative matters to the field and VACO program elements, especially on cross cutting issues for internal medicine specialties. Along with the Chiefs of Medicine and Hospitalist Field Advisory Committees, the National Director addresses identification of primary care/specialist care collaboration in transitions of care. In cooperation with the Office of Clinical Logistics and the Business Office, provides clinical input and health care delivery advice enabling reasoned "make or buy" decisions.
- The **National Infectious Diseases Service (NIDS)** is charged with the development of national policy and participation in activities relative to infectious diseases in clinical practice, infection prevention and control, and bio-surveillance and bio-preparedness across the spectrum of settings in which VHA provides its mission-based services of patient care, research, education, and support. This is accomplished through collaboration and communication with numerous VA and VHA offices, programs, and services; Federal department and agency partners; professional groups; and numerous non-Federal entities using different mechanisms such as:
 - Written policy directives and guidance documents
 - Information letters
 - Educational activities and programs
 - Multimedia dissemination to Central Office and field-based facilities

- Consultation from infectious disease practitioners
- **Nephrology Services**, responsible for the diagnosis and treatment of kidney diseases, has been the subject of several VHA pilot programs. VHA is developing a strategic plan to address such issues as the potential to increase hospital-based dialysis capacity and potential at-home dialysis options.
- **Neurology Services** provides research, clinical care, and patient and family education about neurological disorders. Specialty care networks have been established for the more than 200,000 Veteran patients with degenerative neurological diseases, which include Multiple Sclerosis Centers of Excellence (MSCoEs); Parkinson’s Associated Disorders, Research, Education and Clinical Centers (PADRECCs); and Epilepsy Centers of Excellence (ECoEs). In addition, VA is developing and implementing guidelines for the diagnosis and treatment of Amyotrophic Lateral Sclerosis (ALS) or Lou Gehrig’s Disease. Neurology Services collaborates with Emergency Medicine and Rehabilitative Services on the treatment of stroke and Traumatic Brain Injury (TBI).
- **Nutrition and Food Services (NFS)** develops and provides comprehensive nutritional services for our Veterans across VA’s health care facilities. NFS registered dietitians serve as nutrition diagnosticians for Veterans in providing medical nutrition therapy and using the nutrition care process. Nutrition professionals promote wellness and disease prevention through serving nutritious food selections. The nutrition team proactively contributes to multiple VA initiatives including telehealth, the Patient-Aligned Care Team, Culture Transformation, and social media communications. NFS is transforming VA in its advanced clinical nutrition practices and health teaching programs to improve Veterans and their family members’ health outcomes.
- **Oncology Program** coordinates the VA’s Cancer Registry System and manages the VA Central Cancer Registry, and provides policy, guidance, and oversight to the implementation of the National Cancer Strategy, which addresses prevention and education, screening, early detection and diagnosis, treatment, rehabilitation, and research.
- **Pain Management Program** provides policy, coordination, guidance, and oversight for implementation of the National Pain Management Strategy and compliance of accepted standards of pain care. The overall objective of the national strategy is to promote adoption of a comprehensive, multicultural, integrated, system wide approach to pain management that reduces pain and suffering and improves quality of life for Veterans experiencing acute and chronic pain associated with a wide range of injuries and illnesses, including terminal illness. Pain Management collaborates with Anesthesia, Mental Health, Nursing, Pharmacy Benefits, and Primary Care, among others.
- **Podiatry Services** collaborates with other programs to provide medical and surgical foot and ankle care. It also works closely with the Diabetes and Endocrinology Service in developing and implementing initiatives to prevent and treat diabetes and disorders related to diabetes. This program tracks data elements through the use of amputation/ulcer database and High-Risk for Amputation ProClarity Cubes.
- **Pulmonary and Critical Care Services** provides guidance, advice, and oversight to the hospital-based programs and Intensive Care Units. Veterans have a high incidence of Chronic Obstructive Pulmonary Disorder (COPD) and sleep disorders. Pulmonary and Critical Care collaborates regularly with Cardiology, Pharmacy Benefits, and Infectious Diseases.

MENTAL HEALTH SERVICES (10P4M)

Overview

Mental Health Services (MHS) facilitates the improvement of quality and availability of prevention, treatment, recovery, and rehabilitation services in order to promote optimal mental health, and reduce illness, death, disability and cost resulting from mental and substance use disorders among Veterans.

Functions and Activities

- Promotes a recovery model throughout mental health care and specifically in the clinical areas of serious mental illness (SMI), PTSD, substance use disorders, psychosocial rehabilitation, geropsychiatry, and residential rehabilitation (domiciliaries). Other key functional areas include informatics, education, research, and designated special programs, such as the National Center for PTSD, Mental Illness Education, Research and Clinical Centers (MIRECCs), advisory committees (SMI and PTSD), and Mental Health Centers of Excellence.
- Promotes effective prevention, treatment, rehabilitation and education policies, and services.
- Develops and promotes quality standards for service delivery.
- Develops, synthesizes, and disseminates information to improve prevention, treatment and rehabilitation services, and to improve the organization, financing and delivery of these services.
- Collaborates with other agencies to enhance VA's preparedness to support the National Emergency Response Plan with mental health assets.
- Collaborates with other agencies (e.g., DoD, IHS, Substance Abuse and Mental Health Services Administration), to promote coordinated care for Veterans and their families.
- Works to eliminate the barriers that impede prevention, treatment, recovery, and rehabilitation services for Veterans with substance use disorders and mental illnesses.
- Collaborates with primary care to enhance early identification and treatment of common mental disorders presenting in PACT.

NATIONAL CENTER FOR HEALTH PROMOTION AND DISEASE PREVENTION (10P4N)

Overview

National Center for Health Promotion and Disease Prevention (NCP) promotes personalized, proactive, Veteran-driven care by advocating for health promotion, disease prevention and patient health education, and advising VA leadership on evidence-based health promotion and disease prevention policy.

Functions and Activities

- Provides programs, education, resources, coordination, guidance, and oversight for field staff to prevent illness and enhance health, well-being, and quality of life for Veterans.
- Trains and supports field-based prevention staff, including facility-level Health Promotion and Disease Prevention Program Managers, Health Behavior Coordinators, Veterans Health Education Coordinators, MOVE! Program Coordinators, and VISN-level health promotion and disease prevention leaders.
- Coordinates the development, approval, and dissemination of VHA Clinical Preventive Services Guidance Statements, which inform clinical staff about recommendations regarding clinical preventive services.

- Partners with colleagues within and outside of VA to identify and disseminate personalized health education, health promotion, disease prevention resources, and tools for Veterans and VA staff, including the Veterans Health Library and the newly-launched health risk assessment called the “healtheliving assessment,” both on the My HealtheVet patient portal.
- NCP has several current programs, including MOVE!
- Provides facility support for preventive care by training and coaching clinical staff in patient-centered communication, health coaching, and motivational interviewing, and by assisting clinical staff to integrate health education, health promotion, and disease prevention resources and services into care.
- Produces a variety of communication products, including quarterly newsletters, annual highlights reports, staff and patient education materials, training videos, Websites, and other products.
- Conducts clinical demonstration projects for new clinical programs related to health promotion and disease prevention.
- Evaluates its programs, trainings, and other resources to ensure they are high quality and effectively meets the intended goals.

PHARMACY BENEFITS MANAGEMENT SERVICES (10P4P)

Overview

Pharmacy Benefits Management (PBM) Services provides organizational and clinical leadership to VHA Pharmacies, as well as support to other healthcare providers, to facilitate the highest quality care to veterans by ensuring safe, effective, and medically necessary use of medications. This is accomplished by creating a practice environment that fosters education, research and professional development, progressive practice initiatives, and innovative technologies to ensure consistent, accurate and reliable medication distribution, and information systems. Major PBM program areas include: Clinical Pharmacy Practice, Formulary Management, Pharmacy Education, Prescription Fulfillment Activities, Drug Safety, Emergency Pharmacy Services, Clinical Informatics and Pharmacy Re-engineering, Pharmaceutical Compounding and Management Standards, Pharmacy Recruitment and Retention, and VAMedSAFE.

Functions and Activities

- **VA Consolidated Mail Outpatient Pharmacy (CMOP)** processed 116 million outpatient prescriptions in FY 2012. Approximately 79 percent of all outpatient prescriptions dispensed by VHA are from CMOP. In addition, CMOP fills prescriptions to one DoD site, 22 Indian Health Service sites, and Civilian Health and Medical Program of VA (CHAMPVA).
- **PBM National Pharmacy Efficiency Program** annually develops a list of initiatives that target cost avoidance while maintaining high-quality pharmaceutical care. The voluntary initiatives were utilized by the VISNS and medical center facilities in their pharmacy cost avoidance plans.
- **PBM’s Formulary Management** is responsible for coordinating the VA formulary management process with the Medical Advisory Panel and VISN Pharmacist Executive Committee.
- **VAMedSAFE** tracks and evaluates high-risk and volume agents, and 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.
- **Emergency Pharmacy Service (PBM EPS)** 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. PBM EPS manages readiness of mobile pharmacy assets to be deployed for immediate prescription services for Veterans displaced or affected by a catastrophic event.

- **Pharmacy Re-engineering (PRE) and Clinical Informatics**, in partnership with the Office of Information Technology (OIT) PBM, deployed its clinical decision support system for Drug Interactions, Medication Order Check Healthcare Application (MOCHA). Phase 2 – Dosing is currently in deployment and OIT reports it will be available at all VA medical Centers by July 2014. Pharmacy information system development continues under the VistA Evolution Program with PBM as the business owner, focusing on Inventory, Equipment Interfaces, Interoperability, State Drug Prescription Monitoring, Meaningful Use, and Safety Enhancements.
- **The PBM VA National Drug File (VA NDF)** is the Nation's largest Government developed open-source system for drug terminology, and its content is used for medication ordering and management at the VA and other 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.
- **Academic Detailing Program** in VISN 21/22 for Mental Health Initiatives was established as 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. Evidence-based clozapine prescribing for treatment resistant schizophrenia increased with a statistically significant difference in rate of change. Off-label/non-evidence-based prescribing of antipsychotics was significantly reduced in patients with diagnosis of dementia alone, and for patients with low doses of antipsychotics, and patients on multiple antipsychotic prescriptions. Academic detailing on Posttraumatic Stress Disorder (PTSD) provided 1,184 unique clinicians with educational outreach visits using five Academic Detailing Clinical Pharmacy Specialists in VISN 21 and 22. This initiative resulted in improved evidence-based pharmacotherapy (14- to 18-percent increase) for use of Prazosin with PTSD sleep disturbances.
- **Meds by Mail (MbM)** program coordinates the CHAMPVA Meds by Mail Program. MbM coordinates the Virtual Pharmacy Services (VPS) Program to process outpatient prescriptions remotely for VAMC pharmacies.
- **The Pharmacy Residency Program Office (PRPO)** oversees the strategic planning of pharmacy residency programs nationwide. To support VHA strategic initiatives, PRPO has expanded the Mental Health Pharmacy Residency programs and is now the largest trainer of Mental Health Pharmacy residents with the highest percentage of Board Certified Psychiatric Pharmacists in the country. Currently, the PRPO has over 575 residents, which includes specialty training in Geriatrics, Mental Health, Oncology, Pharmacy Administration, Infectious Disease, Internal Medicine, and Ambulatory Care.
- **Pharmaceutical Compounding and Hazardous Drug Management Program Office** provides technical guidance to VAMCs in pharmaceutical compounding and pharmaceutical waste and hazardous drug management. The program office provides subject matter expertise, guidelines, and policy enhancement to ensure practice standards for compounded sterile and non-sterile preparations are in accordance with VHA policy and the standards delineated in USP Chapters 797 and 795. Additionally, the program office provides technical expertise and guidance on the proper disposal and management of pharmaceutical waste and hazardous drug products in compliance with the Resource Conservation and Recovery Act (RCRA). As a result of collaboration with VHA stakeholders, the VHA Green Environmental Management Systems (GEMS) Guidance was published and includes curriculum and performance metrics for pharmaceutical waste management practices. VA Medication Reconciliation Initiative collaborated with VHA program offices, Indian Health Services, and DoD's Medication Use Crisis Virtual Conference Series. Joint Initiatives including the Medication Information Management Education Module and the National Alliance for Patient Medication Information Standardization were also established to complement ongoing programming

supporting strong patient medication information management practice in policy, documentation, monitoring, staff/patient education, and clinical adoption.

- **The Pharmacy Recruitment and Retention Office (PRRO)** was established to provide guidance and support to VA facilities facing pharmacy recruitment and retention challenges. PRRO provided SMEs for developing the My Career at VA Website, which won a 2012 Bright Idea in Government award from Harvard University's Ash Center for Democratic Governance and Innovation at the John F. Kennedy School of Government. PRRO authored sections of the VA National Workforce Succession Strategic Plan. PRRO provides tuition support for VA pharmacists enrolled in the Pharmacy Leadership Academy (PLA), contributed to recruiting a diverse workforce by posting vacancy announcements on the job board for Historically Black Colleges and Universities, offered support for recruitment events held in areas of Hispanic Association of Colleges and Universities (HACU), precepted Health-System Pharmacy Administration residents on retention and recruitment activities, and continued monthly publications of *Pharmacy News* in collaboration with the PBM Clinical Pharmacy Program Office (CPPO). PRRO engages VA Learning Opportunities Residency (VALOR) positions nationwide, and extends an outreach program to potential VA pharmacy candidates through VHA Placements Services.
- **The Clinical Pharmacy Practice Office** seeks to streamline VHA's clinical pharmacy program while developing standardized pharmacy practice models, educational initiatives, and projects that assess the impact of clinical pharmacy interventions and penetration. There are approximately 2,800 pharmacists practicing under a scope of practice throughout the nation, a 46 percent increase in scope of practice since 2010. These pharmacists serve as non-physician providers and practice in a variety of practice areas and team based models of care from primary care to specialty care, acute care to long-term care, and serve to improve access to medication management services.

PHYSICIAN ASSISTANT SERVICES (10P4J)

Overview

Physician Assistant Services provide periodic review of VA qualification standards and clinical practice policy development for physician assistants. Physician Assistant Services also assists in workforce planning, recruitment and retention efforts, and assessment of the educational needs for the physician assistant occupation.

PRIMARY CARE SERVICES (10P4F)

Overview

Primary Care Services oversees program and policy development for primary care in VHA. Primary Care Services honors America's Veterans by providing quality and accessible primary care to all Veterans. It promotes patient-centered care that focuses on an integrated, comprehensive approach to health care; Primary Care Services plays a significant role in the implementation of Patient Aligned Care Teams (PACTs) nationwide. Other national programs and services provided under Primary Care Services include: Primary Care-Mental Health Integration (PCMHI) and Post-Deployment Integrated Care (PDIC).

Primary Care Services oversees program and policy related to the delivery of primary care in VHA. Primary Care Services oversees implementation of VHA's patient-centered medical home model, the Patient Aligned Care Team (PACT). VA Primary Care honors America's Veterans by providing quality and accessible primary care to all Veterans through PACT, which places the Veteran at the center of their healthcare team. Primary Care Services promotes team based, patient-centered care that focuses on a personalized, integrated, comprehensive and coordinated approach to health care. Primary Care Services actively partners with other program offices to develop and evaluate innovative programs that integrate VHA resources into the PACT model.

Functions and Activities

- Advises the Under Secretary for Health, Deputy Under Secretary for Health for Policy and Services, Assistant Deputy Under Secretary for Health for Patient Care Services, VHA program offices, other governmental agencies, and field offices on issues related to Primary Care.
- Identifies strong PACT clinical practices worthy of further evaluation or development, and communicates this information to VISN and facility leaders.
- Identifies and promotes alternate access to care, including group visits, telephone visits, disease management clinics using clinical pharmacy specialists, secure messaging via e-mail, and the provision of care remotely via telehealth.
- Participates in the development and implementation of internal certification processes that identify and recognize high performing PACTs.
- Promotes the alignment of PACT processes and function with space design principles and standards to promote high performing teams, in collaboration with the Assistant Deputy Under Secretary for Health for Administrative Operations.
- Identifies and promotes education regarding relevant PACT topics to primary care staff.
- Works with Specialty Care to implement the chronic care model for healthcare emphasizing a comprehensive and coordinated approach to care.
- Partners with Specialty Care and other program offices to promote safe and effective patient care including chronic pain management and opioid use including the Joint DoD/VA Pain Education Project, the Opioid Safety Initiative.
- Provides input into the development, selection and evaluation of PACT metrics through collaborative efforts with the Office of Primary Care Operations, the Office of Informatics and Analytics and relevant VHA program offices.
- Oversees the development of enhancements to the Primary Care Almanac, a Web-based population management tool for PACT that provides performance improvement capabilities to PACT staff.
- Participates in the identification of metrics suitable for national display (on a dashboard called the “Compass”) that identify national benchmarks to encourage performance improvement and enhance standardization of care nationally.
- Promotes the use of applied research, such as that performed by the PACT Demonstration Labs, Quality Enhancement Research Initiative, or VA Health Services Research and Development to inform the effectiveness of the PACT model.
- Facilitates pilots and other programmatic efforts to incorporate research results into the health care delivery system such as the PACT Intensive Management.

Other national programs and services provided under Primary Care Services include:

- **Primary Care-Mental Health Integration (PCMHI)** which promotes full incorporation of mental health staff into the PACT to allow provision of depression, anxiety, PTSD, and substance abuse services without the need of a separate Mental Health Consult to a new health provider located outside of the PACT clinic area.

- **Post-Deployment Integrated Care (PDIC)** features the development of specialized PACTs with expertise and training in syndromes common to returning combat veterans, such as depression, substance abuse, PTSD, chronic pain, sleep disorders, and anxiety. These teams are typically well staffed with social workers, mental health and behavioral specialists allowing comprehensive care within the PACT itself.

RADIATION ONCOLOGY (10P4H)

Overview

Radiation Oncology manages the accreditation process for VHA radiation oncology services, which includes monitoring the creation and resolution of corrective action plans with the Network Office.

Functions and Activities

- coordinates these activities with the ACR, arranging consultative surveys when necessary.
- Monitors the VHA contract with the Radiologic Physics Center, which provides external oversight for radiation delivery operations within VHA.
- Operates the VHA Radiation Oncology Field Advisory Committee (ROFAC), which is composed of VHA physicians and physicists who coordinate national program objectives with field operations.
- Provides subject matter expertise in the areas of the clinical practice of Radiation Oncology and medical physics for VHA. In this role the program Office coordinates inspection activities and error reporting with the Director, National Health Physics Program.

REHABILITATION AND PROSTHETIC SERVICES (10P4R)

Overview

Rehabilitation and Prosthetic Services coordinates the provision of the full range of medical rehabilitative services to promote the health, independence, and quality of life for Veterans with disabilities.

- Functions and Activities Audiology and Speech Language Pathology, Blind Rehabilitation, Chiropractic Care, Physical Medicine and Rehabilitation, Recreation Therapy, and Prosthetic and Sensory Aids Services
- Specialty rehabilitation programs include the Amputation System of Care, Blind Rehabilitation Care Continuum, Driver Rehabilitation Program, Polytrauma System of Care, and Traumatic Brain Injury (TBI) Program
- aligns clinical expertise and specialized procurement resources to provide prosthetic, orthotic, sensory aids, implants, assistive devices, and rehabilitation services in the most economical and timely manner across the VHA health care continuum.

SPINAL CORD INJURY AND DISORDERS SERVICES (10P4S)

Overview

Spinal Cord Injury and Disorders (SCI/D) Services promotes the health, independence, quality of life, and productivity of Veterans with SCI/D. The national SCI/D System of Care, organized on a “hub and spokes” structure, facilitates delivery of comprehensive services for Veterans with SCI/D at regional centers and local facilities.

Functions and Activities

- Provides an integrated and coordinated continuum of services that addresses the needs of Veterans with SCI/D from initial injury or illness through their lifespan.

- Delivers comprehensive health care including sustaining medical and surgical care; acute rehabilitation; ventilator management and weaning; health promotion; early detection and management of secondary and co-morbid conditions; management and treatment of chronic pain; functional assessments; interventions to optimize independence, economic self-sufficiency, social role participation, and quality of life; respite care; extended and long-term care; and end-of-life care.
- Coordinates education, training, and resources for Veterans, family members, primary and specialty care providers, policy makers, and other stakeholders.
- Supports research activities that advance care and support improved outcomes for Veterans with SCI/D.
- Provides specialized care at VA medical facilities for Servicemembers through a long-standing Memorandum of Agreement between VA and DoD.
- Maintains accreditation by the Commission on Accreditation of Rehabilitation Facilities (CARF) and the Joint Commission for acute care beds in SCI/D regional centers.

TELEHEALTH SERVICES (10P4T)

Overview

Telehealth Services supports the development and sustainment of clinical uses of information and telecommunication technologies to provide health care services in situations where the Veteran patient and practitioner delivering care are separated by geographical distance.

Functions and Activities

- Enables VA to enhance access to care, and target care and case management resources thereby changing the site at which Veteran patients receive care to more convenient locations.
- Telemental Health supports a wellness model for Veteran access to timely and appropriate mental health services delivered virtually.
- Telerehabilitation uses telehealth technologies to provide rehabilitation services virtually to support the functional independence of Veterans. An example of Telerehabilitation in VA includes the use of clinical video telehealth technologies to link Veterans at community-based outpatient clinics to Audiologists at medical centers in order to receive hearing-aid adjustments.
- Tele-Intensive Care Unit (Tele-ICU) supports the management of critically-ill patients by providing physicians and nurses remote access to other physicians and nurses with critical care expertise.
- Telehealth options connect health care teams to others with expertise to assess, treat, and rehabilitate the physical, mental, and psycho-social problems that accompany polytrauma.

WOMEN'S HEALTH SERVICES (10P4W)

Overview

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

Functions and Activities

- Transforms health care delivery for women Veterans using a personalized, proactive, patient-centered model of care.
- Develops, implements, and influences VA health policy as it relates to women Veterans.
- Ensures a proficient and agile clinical workforce through training and education.
- Develops, seamlessly integrates, and enhances VA reproductive health care.
- Drives the focus and sets the agenda to increase understanding of the effects of military service on women Veterans' lives.

NATIONAL HEALTH PHYSICS PROGRAM (10P4X)

Overview

National Health Physics Program (NHPP) provides regulatory oversight for radiation safety while providing health and medical physics consultation throughout VHA. NHPP assists Radiation Safety Officers and other interested facility staff by making relevant health physics, medical physics, and regulatory information easily and readily accessible on a Website, site visits to impacted facilities, and Webinar training. The scope of the information for consultative assistance includes providing regulations, directives, and standards from the VHA, Nuclear Regulatory Commission (NRC), American College of Radiology, the Joint Commission, and pertinent guidelines from other U.S. or international organizations. Furthermore, best practices, lessons learned, and model procedures are provided to enhance facility-level capability for keeping radiation exposures to employees, patients, and the public as low as reasonably achievable.

Functions and Activities

- NHPP is the primary VHA office for implementing an NRC master materials license. NHPP issues permits and inspects VHA facilities using radioactive materials.
- Provides health and medical physics support for other uses of ionizing radiation and reports to the National Radiation Safety Committee.
- Partners with the Office of the Assistant Deputy Under Secretary for Health for Quality, Safety, and Value (ADUSH QSV) to help manage overall VHA organizational risk, and facilitate an integrated, industry-standard approach to compliance with applicable laws, regulations, and standards while identifying non-compliant practices that require improvement.

Authority

38 USC Part V, Chapter 73, Subchapter I, § 7301 and 7305; Subchapter II, § 7314, §§ 7315, 7318, 7319, 7320, 7321, 7321A, 7322, 7329, 7330, 7330A.

VHA OFFICE OF INTERAGENCY HEALTH AFFAIRS (10P5)

Overview

The VHA Office of Interagency Health Affairs (IHA) coordinates VA/DoD sharing programs, including TRICARE, the Joint Incentive Fund (JIF) and Joint Ventures (JVs), which increase access to health care for Veterans and DOD beneficiaries and increase cost efficiencies. IHA also serves as the VA outreach conduit with VBA, NCA, DoD, all Federal executive agencies, the National Guard and Reserves, VHA field staff, and all internal and external stakeholders ensuring returning Servicemembers and Veterans are informed, educated and encouraged to enroll for VA health care, benefits and services. IHA also serves as VHA's intergovernmental affairs liaison and coordinator.

VA/DoD LIAISON AND SHARING OFFICE (10P5A)

Overview

The Medical Sharing Office (MSO) provides policy guidance and oversight for health care resource sharing between VA and DoD. MSO supports a VA intranet Website with information on VA/DoD sharing activities, JIF projects, and TRICARE support efforts. The VHA/DoD Liaison Office leads the coordination of activities with DoD Health Affairs to ensure that the bi-monthly Health Executive Council (HEC) meetings occur reflecting emerging concerns and priorities regarding VA and DoD. The VHA/DoD Liaison Office also supports the efforts of the VA/DoD Interagency Care Coordination Committee's (IC3) Policy and Oversight Work Group (P&O WG).

Functions and Activities

The office is responsible for the following VHA activities:

- Evaluates opportunities for DoD/VA sharing based on outcomes of OMB directed Modernization and Comparative Studies.
- Serves as a bridge between VA and DoD to improve communications through monthly training and online courses for VAMC and VISN staff on TRICARE referrals, authorizations, billing and processes for DoD collaboration and sharing.
- Manages JIF program, coordinates proposal submission and project recommendation, oversees fund allocation, and monitors HEC-approved projects through completion.
- Leads the coordination of activities for the VA/DoD HEC to include all meeting functions to ensure resolution of issues.
- Facilitates the work of VA/DoD HEC work groups, to include their contributions to the Joint Strategic Plan (JSP) and its annual report.
- The P&O WG also develops performance metrics for all IC3 work groups.

IHA participates in VA/DoD JEC activities,

- The office leadership attends the JEC meetings and attends pre-briefs and hot washes for or with the USH. VA and DoD alternate as hosts of the bimonthly JEC meetings.
- Coordinates HEC presentations and/or information papers, including making formal assignments to the presenters (usually work group co-chairs) when VA is hosting the JEC.
- Coordinates JEC-related assignments with DoD Health Affairs staff and VA's Office of Policy and Planning.
- Tracks HEC-related assignments from JEC co-chairs.
- Tracks on HEC-related issues contained in the annual FY JEC guidance and assures due dates are met.

IHA leads the coordination of activities for the VA/DoD HEC.

- With DoD Health Affairs, coordinates all HEC-related matters, to include all HEC meeting functions as well as urgent issues as they arise. DoD Health Affairs and VHA alternate hosting of HEC bimonthly meetings, usually on the months opposite the JEC meetings.

- With DoD Health Affairs, develops the HEC agenda based on JEC deliverables, co-chair interests, emerging issues, and HEC work group requests; and coordinates any HEC agenda presentations or information papers listed on the agenda.
- Analyzes all HEC presentations and information papers to assure VHA and Department concerns are addressed and that conflicts are resolved.
- Prepares VHA senior leadership for meetings by providing comprehensive, point-focused pre-briefs.
- Tracks assignments from HEC co-chairs, as well as ongoing issues.
- Coordinates all HEC-related assignments with DoD Health Affairs staff and provides any JEC deliverables to VA OPP.
- Reviews and updates the HEC charter at least biannually; upon HEC co-chairs' concurrence on changes, charter is forwarded to the JEC for final approval.
- Collaborates with DoD Health Affairs to develop annual HEC priorities for HEC co-chair approval and submission to JEC coordination offices.

IHA facilitates the work of VA/DoD HEC work groups.

- Facilitates the creation of new work groups as directed by HEC co-chairs to include charter, required membership (by title), and initial task assignment.
- With the work group co-chairs, reviews, and updates existing HEC work group's charters at least biannually and submits changes to HEC co-chairs for signature.
- Assists work group co-chairs or functional members with any unresolved concerns related to coordination or logistics.
- Communicates JEC priorities to HEC work groups along with other high-level or emerging issues.
- Coordinates assignments of any work group presentation or information papers based on JEC deliverables or HEC assignments.

IHA prepares the HEC portion of the JSP.

- Collaborates with DoD Health Affairs staff to develop joint strategic goals, which guide the content of the JSP based on co-chairs' guidance.
- Collaborates with the DoD Health Affairs staff to provide guidance to HEC work groups co-chairs and Centers of Excellence (CoEs) POCs at the initiation of JSP planning cycle, to include annual priorities or high-interest items based on JEC and HEC co-chair guidance.
- Works with HEC work groups to develop JSP Smart Objectives and their related activities, milestones and performance metrics.
- Coordinates the VHA concurrence process for HEC portion of the JSP.
- Submits the HEC portion of the JSP to the JEC staff upon approval by HEC co-chairs.

IHA annually prepares the HEC portion of the congressionally mandated annual report to Congress on the VA/DoD JSP.

- Reviews mid-year HEC work group updates to the HEC on progress toward successful completion of the JSP Smart Objectives and discusses any gaps with work group co-chairs to assure that due dates are met or explanations are provided when due dates are not met.
- Collaborates with the DoD Health Affairs staff to provide guidance to HEC work groups co-chairs and CoEs POCs at the initiation of the annual report preparation cycle.
- Coordinates with DoD Health Affairs staff, the annual reports from each HEC work group that convey progress towards meeting JSP objectives.
- Consolidates all work group reports into one document and coordinates the VHA concurrence process for the HEC portion of the annual report. Supports the JEC Department-level coordination process by responding to inquiries and resolving any concerns.

IHA supports the VA/DoD Interagency Care Coordination Committee (IC3), a sub-committee of the Joint Executive Committee.

- The IHA Executive Director serves as the VA co-chair of the IC3's Policy and Oversight Work Group.
- The P&O WG is working to establish overarching interagency governance and policy that supports a single model of care management and coordination throughout the life cycle of care for Servicemembers and their families.
- The P&O WG assures that existing and future Departmental and Service-level guidance is harmonized with the new over-overarching interagency guidance.
- The P&O WG also develops performance metrics for the IC3 to include the other work groups; provides IC3's Smart Objectives for inclusion in the JSP.

IHA is establishing the Rural Veterans Coordination Pilot Program.

- Will report results of the pilot projects to Congress at the end of the 2-year pilot
- Under the Caregivers and Veterans Omnibus Health Services Act, PL 111-163, § 506, (May 6, 2010) this legislation requires a 2-year pilot program to assess the feasibility of using community-based organizations and local and State government entities to increase the coordination of health care and benefits for Veterans transitioning to civilian life. Grant money will be awarded to those entities selected to participate in the pilot.
- IHA is responsible for the management of the selection process, which includes Department-wide SMEs, including non-governmental organizations.
- Upon the decision by the Secretary, the Office of Rural Health will assume management of the pilot projects.

IHA assesses and reports on the Veterans Outreach Reporting System (VORS), an online system that is operated by the VSSC and tracks measurement data on national outreach programs/events. This data is input by field personnel in VORS. The programs include:

- VA OEF/OIF/OND Returning Servicemembers Welcome Home events

- Demobilization (DEMOB)
- Individual Ready Reserve (IRR) Musters
- Post-Deployment Health Reassessment (PDHRA)
- DoD Yellow Ribbon Reintegration Program (YRRP) events

IHA also reports on such initiatives as:

- VA Homeless Stand Down events
- Veterans Employment outreach events
- Transition Assistance Advisors (TAA)

IHA supports the Office of the Assistant Secretary of Defense for Reserve Affairs (OSD/RA), Yellow Ribbon Reintegration Program.

- IHA has a dedicated VHA liaison assigned to the Pentagon within the OSD/RA. This liaison works with OSD/RA, Uniformed Military Service Liaisons, YRRP senior representatives to ensure VA is an active participant. This participation includes VA's presence at YRRP events providing a wide range of VA health care services and benefits, information, referrals, and proactive outreach efforts to Servicemembers and their families. The objective of the program is to promote the well-being of National Guard, Reserve Servicemembers and their families, and communities by connecting them with resources throughout and beyond the deployment cycle.
- Provides technical information about VA benefits, services, and programs to YRRP leadership, uniformed personnel, and recommendations for improving access to VA SMEs at YRRP events.
- Ensures VHA care management outreach field teams receive timely schedules of events.
- Ensures VA leadership receives up-to-date information on YRRP functions and issues, and assists VA field personnel with YRRP-related tasks.

IHA coordinates and supports VA's foreign dignitaries' visits to VHA in coordination with OPIA.

- Provides focused VA health care information to visiting overseas dignitaries through briefings and discussions with SMEs.

IHA supports VHA Veterans outreach efforts.

- Serves as VHA's lead office in collaboration with OPIA, along with VBA, NCA, nonprofit organizations, and non-government organizations (NGOs).
- Ensures continual outreach initiatives are strategic and proactive programs that increase access to VA health care and benefits by optimizing links to VA services for all Veterans and their families through targeted programs.
- Collaborates with internal and external stakeholders to coordinate and synchronize VHA information on outreach efforts such as the VA support to the National Guard, Reserve, including the National Guard TAAs, and their critical role in VA outreach in the State/community.

- VA supports the National Guard TAAs and their role in VA outreach in State/communities.

IHA supports VHA's social media outreach activities in coordination with VA OPIA.

- Ensures outreach information is current and readily available for OEF/OIF/OND or disseminates programs and activities through social media and Website postings on www.oefoif.va.gov, a website for recently returned Veterans.,.
- Works closely with VA partner agencies and outside stakeholders to distribute valuable content on health care benefits for all categories of Servicemembers and Veterans to include inquiries requiring follow-up.
- Works to support VA Medical Centers Returning

Authorities

38 USC Chapter 73

PL 111-163 § 506

PL 110-181

38 USC Chapters 73, 523, 532, 701

PL 107-314 § 721(d)

PL 110-417 § 706

VHA Outreach Governance Board Charter

VHA NATIONAL CENTER FOR ETHICS IN HEALTH CARE (10P6)

Overview

The National Center for Ethics in Health Care (NCEHC) establishes, interprets, and communicates ethical health care standards and promotes practices consistent with those standards within VHA and nationwide. It is the primary VHA resource that addresses the complex ethical issues that arise in health care, including those related to clinical ethics, organizational ethics, and research ethics. The NCEHC collaborates with VHA senior leadership, field facilities, and program offices to accomplish these tasks. The NCEHC continuously improves VHA's ethics-related decisions, actions, systems, processes, environment, and culture by providing analysis, information, education, tools, advice, and support.

Functions and Activities

The NCEHC establishes, updates, and clarifies standards for ethical health care practice by providing policies, authoritative reports, and other similar guidance.

- Assists facilities and VISNs to develop local ethics policies consistent with national standards.
- Provides training and tools to help field staff understand national ethics standards and their responsibility for implementing those standards.
- Monitors progress on specific ethics policy standards and provides reports to leadership and field personnel.
- Publishes information for Veterans to help them understand the ethics standards they encounter in VHA.

The NCEHC creates and promulgates a model for health care ethics programs called IntegratedEthics.

- Assists facilities and VISNs to develop local IntegratedEthics programs in each VHA facility.
- Establishes IntegratedEthics program standards and annual performance targets.

- Establishes roles, responsibilities and training requirements for IntegratedEthics staff.
- Develops evaluation tools to assess IntegratedEthics programs and practices.
- Monitors progress on specific IntegratedEthics measures and provides reports to the field.
- Provides IntegratedEthics training, tools, coaching, and developmental opportunities.
- Develops and maintains software to facilitate documentation of IntegratedEthics activities.
- Develops field champions and shares promising practices across VHA.

The NCEHC is a resource for information, advice, and support related to ethics in health care to VHA.

- Provides ethics consultation services to VHA staff and maintains a comprehensive database of ethics questions and responses.
- Provides written ethical analyses on complex organizational problems at leadership’s request.
- Develops and provides educational products or forums to support field staff in understanding and applying ethics concepts, knowledge, and policy.
- Develops and provides educational products and tools for Veterans and families on ethics topics.
- Reviews draft legislative proposals, regulations, and policies from an ethics perspective.
- Convenes stakeholder meetings to build consensus on controversial health care ethics topics.
- Represents VA on matters relating to health care ethics in communications with the news media, Congress, and the White House.
- Participates on VA work groups and projects relating to health care ethics.
- Represents VA on work groups and projects relating to health care ethics involving other Government agencies, professional societies, universities, nonprofits, and other organizations.

Authorities

38 USC 7306

38 USC 7331

CFR 17.32

VHA Directive 1004

VHA Handbooks 1004.01-1004.08

VHA OFFICE OF RESEARCH AND DEVELOPMENT (10P9)

Overview

The VHA Office of Research and Development advances knowledge to improve each Veteran’s health and well-being through preclinical, clinical and health services, and rehabilitative research. ORD aspires to discover knowledge, develop VA researchers and health care leaders, and create innovations that improved health care for our Veterans and the Nation.

- Four research services form a cohesive approach to explore all phases of Veterans health care needs.

- Biomedical Laboratory Research and Development
- Clinical Science Research and Development, including the Cooperative Studies Program, a major division that specializes in conducting multi-site clinical trials and observational studies
- Health Services Research and Development
- Rehabilitation Research and Development
- Career Development Program to mentor junior investigators and recruit top young scientists to VA.
- Research Career Scientist Program, which is the highest level in the research career track for non-clinicians, rewards its non-clinician Ph.D. scientists who distinguish themselves through scientific achievement and contributions to the VA research program by providing a salary award.
- A VHA Central Office Human Research Protection Program, which includes a VA Central Institutional Review Board managed by ORD and designed to facilitate the review of multi-site ORD-funded studies.
- A Technology Transfer Program to translate the results of worthy discoveries made by VA employees into practice.
- A rigorous peer review process that ensures all VA research meets the highest standards of scientific excellence.

Functions and Activities

ORD funds research in many areas to advance our knowledge, which includes:

- Effective screening methods for diagnosing TBI, how blast-caused TBI affects cognitive function, what treatments are effective, and social reintegration strategies for Veterans with TBI.
- Therapy to repair the chronically injured spinal cord, including identifying genes associated with process growth and growth-inhibition (shut off inhibiting genes and turn others on), identifying cells that will provide the most benefit (repair, long-term survival, integration, and low immunogenicity).
- The roles of genes and environment in the development of ALS.
- Methodologies to identify health concerns associated with exposure to environmental agents and advance related health care of affected Veterans.
- PTSD treatment advances from new drugs, testing established drugs for new uses in PTSD, novel psychosocial therapies, and comparing existing therapies for effectiveness.
- Genetic variants that contribute to functional disability associated with bipolar illness and schizophrenia (serious mental illness).
- Methods for extracting information from the electronic health record and making it securely available for studies conducted under the Health Care Informatics Research Initiative.
- Knowledge of links between medical care and individual Veterans characteristics.
- Understanding of the underlying mechanisms of health, disease, and injury and optimal approaches to treatment and delivering care.

- Establishment of a genomic research database through implementation of the Million Veterans Program.

Applies advances in scientific knowledge to create, test, compare, and implement new treatments, technologies, education modules, and models of care so that Veterans receive the most effective individualized care solutions.

- Defines characteristics associated with the onset of PTSD.
- Determines effective new treatments for PTSD.
- Integrates team treatment models in mental health, and integrates evidence-based collaborative care models in VA's mental health care delivery system.
- Expands understanding of the promise and limitations of brain-computer interface (BCI) assistive devices by conducting research to objectively assess their benefits.
- Continues development of an advanced full-arm prosthesis that better suits the active lifestyles of today's Veterans and is better suited for female Veterans.
- Develops and implements robot-assisted interventions as standard clinical practice for patients who have suffered neurological injury due to conditions such as stroke, spinal cord injury or multiple sclerosis.
- Develops treatments and interventions that prevent or lessen the duration and severity of pressure ulcers.
- Facilitates rapid translation of research findings into practice with quality enhancement research initiative (QUERI).
- Enhances the interface between VA health care providers and policy decision-makers to identify key research questions for comparative effectiveness research, and enhances the Evidence-based Synthesis Program (ESP) to improve development of Veteran-focused research syntheses.
- Enhances research efforts to reduce gender disparities, increase women Veterans' access to care, address issues of women's mental health and PTSD, and improve reintegration of women Veterans into the home and community.
- Initiates new multi-site clinical trials in chronic disease, such as diabetes, cancer, and heart disease.
- Continues and expands VA research efforts on aging-related conditions, sponsors activities in neurodegenerative diseases, and initiates a new program in translational neuroscience to support preclinical testing of drugs and other therapeutic modalities for potential application for a variety of aging-related neurological disorders.
- Enhances research efforts to identify strategies for reducing health disparities.
- Develops effective cognitive and non-narcotic pharmacological treatments based on new knowledge of the psychological, molecular and genetic bases of pain transmission in the nervous system.
- Enhances methods for delivering remote care.
- Identifies best approaches to detect mild TBI with screenings.
- Determines the best methods to identify and address problems with cognitive function, emotional equilibrium, and social reintegration for Veterans with TBI.

- Manages a rehabilitation program to reduce tinnitus and associated disabilities relating to hearing loss.
- Continues studies of symptoms and conditions related to Gulf War service.
- Continues to develop, implement, and evaluate evidence-based caregiving practices in VA's health care delivery system.
- Continues innovative research on improving the quality of life, health, functional abilities and health outcomes for Veterans receiving long-term care services.
- Assesses selected VAMC's system implementation and use of the Point of Care research model.
- Develops and implements a plan to revise research and development infrastructure for research support to promote new knowledge and measurable improvements in care for Veterans.
- Promotes improved care for Veterans who are homeless.
- Establishes observational cohorts to study the short- and long-term effects of combat and other risk factors on physical and mental health.

Assures a state-of-the-art research enterprise with a culture of professionalism, collaboration, accountability, and the highest regard for research volunteers' safety and privacy.

- Enhances research education methods and policies that support the highest levels of research professionalism by VA investigators and staff.
- Manages a centralized, remote Internet-based system that supports secure access to research data and analysis tools.
- Utilizes the VA Central Institutional Review Board for review of select multi-site trial funded by ORD.
- Manages a communication system that disseminates information, fosters information sharing among investigators and assures transparency.
- Manages an enhanced framework of communication exchange between VA research and development program, and field offices with medical center leadership, and Regional Administrators to help ensure research is responsive to the needs of Veterans and facilitates implementation of research advances.
- Maintains an efficient research program by focusing on improving issues faced by ORD, including infrastructure, administrative management, and personnel processes.
- Revises ORD requirements for human research protection to reduce regulatory burden and harmonize with the Common Rule and FDA requirements.

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

- VA hospitals annually provide educational and training opportunities to more than 90,000 health care professionals.
- Approximately 70 percent of funded VA investigators also provide direct patient care.

- ORD has a Career Development Program that focuses on attracting non-VA physician-scientists who are within 5 years of completing their last training, to advance their research training and their clinical skills in areas critically important to advancing health care of Veterans. The development of research teams within VAMCs is fostered because the Career Development Program requires established scientist mentor to serve as primary mentor.
- The Research Career Scientist Program rewards its non-clinician Ph.D. scientists who distinguish themselves through scientific achievement and contributions to the VA research program by providing a salary award. Appointment as a Research Career Scientist is the highest level in the research career track for non-clinicians. The Research Career Program ensures the maintenance of the highest possible standard of scientific excellence within the VA and provides a scientific resource for VA clinician-investigators.

Authorities

38 USC Chapter 73 and applicable Subchapters I-IV

VHA OFFICE OF THE DEPUTY UNDER SECRETARY FOR HEALTH FOR OPERATIONS AND MANAGEMENT (10N)

Overview

The Office of the Deputy Under Secretary for Health for Operations and Management leads VHA operations and ensures it continues to be the benchmark for health care excellence and value through the clinical and administrative services we provide to care for Veterans and their families.

The Office of the DUSHOM operates VHA health care systems, medical centers, systems of clinics, and outpatient clinics. It oversees field operations and provides operational guidance to each VISN. VHA's coverage area is divided into 21 VISNs, each a shared system of care working together to better meet local health care needs and provide Veterans greater access to care. The DUSHOM is responsible for 20 other VHA clinical and administrative program offices that ensure that VHA program policies and regulations are executed and supported to fulfill the operating needs of VHA field operations.

Functions and Activities

DUSHOM provides operational direction and guidance to each of the 21 VISNs.

- In collaboration with the 21 Network Directors, the Performance Management Work Group (PMWG) and other VHA performance management offices, DUSHOM establishes and updates metrics that hold VISNs accountable to standards for the services they provide.
- Conducts regular VISN performance reviews with VISN Network Directors to assist and support VISNs in achieving and maintaining the highest standards of care.

The Office of the DUSHOM is the focal point for the flow of information and guidance between VACO and the field.

- Disseminates pertinent information and VA/VHA Central Office leadership priorities through network liaisons within the Office of the DUSHOM.
- Collects, analyzes, and prioritizes key health care service issues coming from VISN and medical center facilities on a recurring basis through network liaisons and integrated operations within the Office of the DUSHOM.

- Engages with VISN leadership and staff on strategic and long-term operational issues at various forums, such as the NLC and weekly Network Director conference calls.
- Engages in daily contact with VISN personnel to provide feedback on day-to-day operations and care issues, and ensures all DUSHOM staff has the knowledge and information necessary to act as “champions” for VISN initiatives.

The Office of the DUSHOM coordinates and directs a wide range of operational matters dealing with VISN planning, congressional issues, VSOs, the news media, Veterans, and families.

- Works in collaboration with the VISNs and VHA congressional advisory offices to mediate, advocate for and resolve incoming congressional issues and priorities at all levels of the organization.
- Works in collaboration with VISNs and VHA communications advisors to provide clear, accurate and consistent messaging to external media, Veterans, and their families regarding daily issues and long-term goals for VA.
- Works as a partner with all VSOs to ensure interests are addressed and needs are met for the optimal outcome for Veterans.

Oversees and coordinates VISN initiatives within VACO.

- Closely coordinates and maintains solid working relationships with other VA/VHA offices to advance VA/VHA initiatives.
- Engages appropriate stakeholders within and across organizations as needed to support key operations projects.
- Identifies challenges and inefficiencies that may affect collaboration and impede productivity within the organization.

Serves as the Principal Advisor to the USH and other executive leadership within VHA on matters pertaining to VHA field operations.

- Prepares testimony and presents briefings to VHA and VA leadership, congressional members, external and internal stakeholders as directed by the USH.
- Notifies VA and VHA leadership of imminent operational issues.

Provides oversight and guidance to the clinical and administrative services that compose the Office of the DUSHOM through the assistant DUSHOMs.

- Guides the long-term planning, goals, and direction of the clinical and administrative services that support the Office of the DUSHOM.
- Obtains regular reports, aggregate data, and emerging clinical and/or administrative trends occurring in VHA field operations.
- Manages the ongoing process of anticipating, receiving, addressing and monitoring internal and external reviews regarding clinical and administrative issues.

- Ensures regulatory requirements are being met and related issues addressed through the appropriate clinical or administrative service.
- Implements appropriate key operational policies and guidance through assistance from the appropriate clinical and/or administrative service.

Authorities

Title 38, USC Chapter 73 and applicable Subchapters I-IV

PL 111-8

PL 99-166 Title II

VHA Directive 2006-031

VHA Directive 2010-27

VHA Handbook 1030.02

VHA Handbook (to be published), "Patient Aligned Care Teams"

PL 106-117, The Veterans Millennium Health Care Benefits Act

38 USC 1710B, 1717, 1720C

38 USC 1718

45 CFR 164.512

VHA Handbook 1004.1, 1160.01, 1160.02, 1605.1

21 USC 321

42 USC 362

38 USC 1712

38 CFR 17.160-17.166

VHA Executive Decision Memo of March 7, 2011, "Activation of the Office of Disability and Medical Assessment"

PL 112-10 for FY2011

Title 38 USC 8102

Title 38 USC 8103

Title 38 USC 8104

Title 38 USC 8131-8135

Title 38 USC 8153

VAAR 801.695-2

EO 12656

PDD-67

38 USC § 1785

HSPD 10

HSPD 18

HSPD 20

HSPD 21

VHA OFFICE OF THE ASSISTANT DEPUTY UNDER SECRETARY FOR HEALTH FOR ADMINISTRATIVE OPERATIONS (10NA)

Overview

The Office of the Assistant Deputy Under Secretary for Health for Administrative Operations (ADUSH/AO) is the national leader in health care systems for administrative and operational support. It creates operational excellence that is measurable and value-added. The Office of ADUSH/AO serves Veterans and their families by delivering improved logistics, procurement, capital, facilities, and issues management through VISNs, VHA facilities, and directly to Veterans and their families. The office comprises 12 components that strive to lead VHA administrative operations towards excellence using the guiding principles of financial stewardship; customer-centric services for our Nation's Veterans; assurance of a learning environment for employees; and demonstrating inclusion through a respectful and diverse workforce.

OFFICE OF EMERGENCY MANAGEMENT (10NA1)

Overview

The Office of Emergency Management (OEM) manages the VHA Comprehensive Emergency Management Program (CEMP) to ensure these services are integrated throughout the VHA health care system.

Functions and Activities

- Provides oversight of operational management during local and national emergency events affecting VA facilities and services to Veterans.
- Develops emergency management policies and guidance.
- Provides planning for continuity of operations.
- Coordinates responsibilities under the *National Response Framework* in preparation for and response to a national disaster.

PROCUREMENT AND LOGISTICS OFFICE (10NA2)

Functions and Activities

- Awards contracts in support of VHA requirements, monitors procurement metrics to ensure procurement actions occur within specified time periods and in accordance with Federal and VA acquisition regulations (does not include national contracts, Federal Supply Schedule contracts, and construction above \$10 million or information technology contracts above \$150,000).
- Identifies a Chief P&LO Officer, who serves as the head of the contracting activity and is responsible for all contract actions completed by P&LO personnel as well as non-P&LO personnel working under delegations issued by Office of Acquisition, Logistics and Construction contracting activities.
- Oversees the VHA Government Purchase Card Program.
- Issues logistics guidance and provides oversight of logistics activities conducted by VHA VISNs, and VAMCs.
- Provides life cycle HR and fiscal services for reimbursable program office customers and contracting personnel.
- Provides security background services for contractor personnel.

The **Office of Network Support (10NA3)** provides consultative advice to leadership at all levels of VA and VHA regarding sensitive and complex issues related to health care system operations and management.

- Serves as a central organizing unit between field facilities, VISNs, VAMCs, and VACO.
- Manages information flow and knowledge sharing with VHA program offices.

OFFICE OF CAPITAL ASSET MANAGEMENT AND ENGINEERING (10NA5)

Overview

The Office of Capital Asset Management and Engineering (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.

Functions and Activities

- Provides professional engineering and capital expertise.
- Provides direction, guidance, and policy for capital and engineering programs.
- Develops budget requests for construction programs.
- Manages VHA's space inventory.
- Manages and prioritizes State Home Construction grant funding.
- Interpreting 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.

NATIONAL ACTIVATIONS OFFICE (10NAO)

Overview

The National Activations Office is responsible for developing policy recommendations, templates, and best practices involving the activation of major projects including new and replacement medical centers, Health Care Centers, and Community-Based Outpatient Clinic.

Functions and Activities

- Acts as a liaison to other key VACO offices in order to achieve timely and efficient results.
- Provides advocacy for the field during activation planning, start-up activities, and final opening of new VHA facilities.
- Validates and monitors activation schedules and funding.
- Establishes standardized activation processes.

VETERANS CANTEEN SERVICE (VCS)

Overview

Veterans Canteen Service (VCS) is responsible for making available reasonably priced merchandise and essential services for the comfort and well-being of Veterans enrolled in VA's health care system, their families, caregivers, employees, volunteers, and visitors.

Functions and Activities

- Serves as an internal VA resource for securing special purchases.
- Furnishes catering and other services on an ad hoc basis to Department personnel and recognized VSOs.

Environmental Programs Service (EPS/10NA7) is responsible for the development and governance of policies for the provision of a safe, sanitary, and healing environment for VHA facilities and accompanying provisions of governance for those respective programs.

- Ensures that the following program functions are effectively implemented at each VA medical facility: 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 (OUSH).
- Develops quantifiable goals and objectives which measure continuous environmental improvement and monitors progress.

OCCUPATIONAL SAFETY AND HEALTH, AND GREEN ENVIRONMENTAL MANAGEMENT SYSTEMS (GEMS)

Functions and Activities

- Develops and ensures the full implementation of strategic goals for the national program through the collection and interpretation of analytical data provided by program managers and collected from field-focused databases and sources.
- Serves as the principle office to address untoward events of national significance related to occupational safety, industrial hygiene, fire protection, and environmental compliance.
- Provides direction, guidance, and interpretation of policy in all facets of program operations for field and VISN-level staff and the functions that they oversee. The Department proactively engages the development of appropriate risk assessment and mitigation strategies for the Occupational, Safety, Health (OSH); fire protection; industrial hygiene; environmental compliance; and GEMS programs within VHA.
- Develops communication of program compliance and enforcement initiatives to field facilities and to the other affected VHA program offices either independently or in conjunction with the ADUSH/AO and other external agencies.
- Monitors regulatory compliance and makes appropriate recommendations to ADUSH/AO leadership for action to improve VHA's ability in fulfilling regulatory compliance requirements, requests, mandates, and initiatives from the President, Congress, VA senior leadership, and other organizations.
- Provides guidance to both senior leadership and staff in the field in the development of novel and enterprise-wide solutions that ensure compliance, mitigate identified issues, and promote sound business practices for the health care industry that are low cost or provide the best return on investment.

OCCUPATIONAL SAFETY AND HEALTH MANAGEMENT (10NA8)

Overview

Occupational Safety and Health Management helps VA comply with internal and external requirements, improve existing programs, and maintain awareness of programmatic changes.

Functions and Activities

- Serves as a technical resource for supported professionals throughout VA.
- Supports the development and implementation program-related strategic and operational goals through the collection of data from field-focused databases and sources in order to improve VHA's ability to comply with regulations, executive orders, congressional requests, and other higher level VA and Federal policy/initiatives.
- Provides technical resources and tools used by VACO and the field to more efficiently and effectively implement programs; and, in prevent/address untoward events of national significance related to supported programs.
- Supports the development of appropriate risk assessment and mitigation strategies for supported programs within VHA.

HEALTHCARE TECHNOLOGY MANAGEMENT (10NA9)

Overview

Healthcare Technology Management (HTM) is responsible for providing oversight, guidance, and biomedical engineering consultation regarding medical equipment and clinical technology in VHA. HTM establishes and communicates national policies on the management and technical support of medical technology to VISN, VAMCs, and biomedical engineering programs.

Functions and Activities

- Applies engineering and managerial skills to health care technology, working integrally with clinical program offices and VHA biomedical engineering workforce delivering services at the point of care.
- Coordinates with clinical and operational program offices on cross-cutting national initiatives to ensure consistent implementation of health care technologies throughout VHA.
- Manages VACO review and approval of high-cost, high-tech medical equipment requests.
- Promotes safe patient care by investigating 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 human capital, customer satisfaction, process and quality, and financial performance. Facilitates spread of strong practices.
- Drives development of medical technology strategic plans at the VACO- and VISN-levels, incorporating initiatives such as standardization and coordinated recurring support to realize clinical and cost efficiencies.
- Supports biomedical engineering workforce development through horizontal training and education, and the recruitment of highly qualified professionals. Promotes succession planning through management of technical career field program for biomedical engineering.

BUSINESS OPERATIONS DIVISION (10NA10)

Overview

The Business Operations Division provides financial, budgeting, human resources and resource management expertise, and support to the Offices of the DUSHOM.

Functions and Activities

- Provides special project budget formulation, detailed budget planning and execution oversight for the ADUSH/AO and ADUSH/CO.
- Provides support and assistance to ADUSH/AO and VISNs, including interaction with Financial Quality Assurance Managers and the Management Quality Assurance Service.

Access and Clinic Administration (10NA12) examines all parts of integrated delivery systems to identify opportunities to reduce variation, remove waste, and manage constraints.

- Leads and facilitates implementation of high-reliability systems at VHA facilities through investments in improvement capability.
- Leads and facilitates improvements to patient access to health care.

VHA CHIEF BUSINESS OFFICE (10NB)

Overview

The Chief Business Office (CBO) serves Veterans by collaborating with colleagues and stakeholders as SMEs to provide excellence in health care operations and administration. CBO leads VA in advancing business practices that support patient care and delivery of health benefits. The CBO develops administrative processes, policy, regulations, and directives associated with VHA.

Functions and Activities

The CBO 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.

The CBO manages three business lines: Revenue Operations, Member Services, and Purchased Care. The CBO provides executive program support to the USH 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.

Business Policy Office develops, evaluates, and ensures consistent policies in the provision and delivery of VHA health care benefits and operations.

- Develops directives and handbooks to guide field staff.
- Maintains the Policy Guide Portal, which provides detailed guidance on how to implement directives and handbooks.
- Develops training for field staff on new or existing policy topics to ensure consistent application.

- Coordinates the administrative appeals process for VHA and serves as the liaison to the Board of Veterans' Appeals.
- Assists in development of white papers on policy topics.
- Coordinates development of regulations.
- Coordinates annual call for legislative proposals and development of impact assessments.
- Liaises with VSOs.
- Responds to Veteran questions and concerns, and researches Veterans' problems.
- Shares information with VSO communities at VSO meetings and State Service Officer training events.
- Publishes brochures and fact sheets, and posts information on VA Websites to explain VA policy.

Revenue Operations is managed by the Deputy Chief Business Officer for Revenue Operations and focuses on process standardization and provides technical expertise in revenue cycle management, including metric-based operational analyses. This includes:

- The Office of eBusiness Solutions, which develops and implements leading electronic Data Interchange applications throughout VHA.
- Business Information Office, which supports VHA's legislative and process-improvement initiatives with relevant data and analysis, and maintains VHA's Performance and Operations Web-Enabled Reports (POWER)
- Consolidated Patient Account Centers, which manages business back office functions (e.g., billing, collections, utilization reviews) in seven regional centers.

Office of eBusiness Solutions designs and supports the development of Electronic Data Interchange (EDI) software solutions to meet the legislatively-mandated requirements and compliance of the Health Insurance Portability and Accountability Act of 1996 (HIPAA), including changes to HIPAA as amended by the Patient Protection and Affordable Care Act (PPACA) in support of VA revenue processes.

- Defines software solutions and mandates to meet Federal statutes, regulations, and industry standard setting organizations, working collaboratively with the Office of Information Technology resources to ensure VA EDI software is compliant with industry standards.
- Partners with other Federal agencies – such as the Centers for Medicare and Medicaid Services (CMS), Department of Treasury, and the Department of Defense – and trading partners – including third-party payers, clearinghouses, and Medicare Administrative Contractors (MAC) – to process EDI initiatives and transactions for VAMCs and CPACs.
- Designs the maintenance and iterative updates to the EDI enterprise tool used to bill third party health care insurance companies for non-service connected care provided to Veterans.
- Works with industry standards-setting groups to advance development and use of electronic revenue transactions standards.

- Develops budget projections to maintain and update the electronic transactions processing tool used to collect the MCCF expected revenue in the President's budget.

Business Information Office provides VHA's POWER and POWER Plus reporting systems, and forecasts collections amounts.

- Allocates VHA's annual Medical Care and Collections Fund (MCCF) expected results to medical facility, VISN and CPAC levels.
- Develops MCCF collections estimates for the President's budget and provides business intelligence and analytical support, including managing and analyzing business data, assessing and refining information architecture, and producing specialized reports.
- Maintains and publishes business-critical information to increase collection revenues that are subsequently redirected to provide health care to Veterans.
- Develops 10-year collection forecasts.
- Initiates and supports business-improvement processes by applying relevant data and impact analysis using business intelligence tools.

The **Consolidated Patient Account Centers (CPAC)** program uses innovative business processes to deliver revenue services that enhance Veterans health care. There are seven consolidated centers across the country that serve the 21 VISNs and associated VAMCs.

- Provides sustained revenue-cycle management by applying industry-proven methods, processes and business tools.
- Performs the back-end revenue cycle processes, while each of the VAMCs maintains ownership of key Veteran-facing revenue functions.
- Monitors key revenue-cycle metrics through CPAC deployment.
- Provides standardization and model efficiencies to demonstrate progress toward achieving increasingly challenging targets.
- Tracks key revenue cycle metrics closely to monitor the impact of CPAC deployment. Overall, there has been progress toward increasingly challenging targets, reflecting the benefits of a centralized model.
- On September 24, 2012, the last VAMC transitioned into the CPAC model, marking the official completion of implementation. The seven state-of-the-art business centers provide revenue-cycle operations based on industry best practices.

CBO Member Services, managed by the Deputy Chief Business Officer for Member Services, support Veterans' access to VA health care services and benefits information through program management and oversight of Member Services functions. Overall administration of Member Services programs includes the development of legislative, regulatory, and policy standards for program management in synergy with monitoring, controlling and auditing all function areas.

Health Eligibility Center is the national service center and authoritative source for registration, eligibility, enrollment and financial assessment activities supporting the delivery of VA health care benefits.

- Performs Veteran outreach, registration, and enrollment activities.
- Provides field-level guidance and resolution for eligibility and enrollment activities.
- Manages Health Benefits Handbook program and ensures enrolled Veterans are provided with one.
- Verifies Veterans' self-reported household income information to establish eligibility for health care services, copayment status, and enrollment priority assignment.
- Performs Social Security number validation to support collection of Federal tax information.
- Executes communications activities related to VA health care and the Affordable Care Act.
- Manages the Veteran Health Identification Card (VHIC) program.
- Manages the VA dental insurance program.

CBO Systems Management (CSM) is responsible for defining realizable solutions for intra-/inter-agency business initiatives sponsored by ADUSH/OM to ensure Veterans access to their health benefits and services while achieving operational efficiencies. CSM provides the following services to ADUSH/OM, CBO, and CBO member services:

- Develops strategies and solutions to implement legislative and high-priority initiatives such as Affordable Care Act, Enterprise Identity and Access Management (IAM), VHA PIV Only Authentication, and interoperable Electronic Health Record (iEHR).
- Provides Senior Program and project management services for programs aimed to facilitate access to health care, support patient care, and ensure a seamless transition of Servicemembers into a Veteran life, such as Fix the Phones Patient Aligned Care Teams (FtP PACT), Health care Enrollment, Veteran Online Application for health benefits, Income Verification Modernization, and Veterans Financial Assessment.
- Performs detailed business analysis to streamline operational processes and deliver improvements to VHA's interactions with our clients such as Consolidated Copayment Processing Center statements, Veterans Health Benefits Handbook, and Secure Messaging for Billing and Copay.
- Conducts business integration activities to ensure VHA's processes are supported by accurate, meaningful, and trusted information such as enterprise member services and data integration, which includes Military Service Data Sharing, and Customer Data Information (CDI).
- Designs and performs functional testing activities to ensure technical solutions deliver the expected business benefits.
- Delivers business engineering solutions that are flexible, innovative, secure, and adaptive to facilitate VA services. Solutions include the Electronic VHA Disability Benefits Questionnaires (DBQs), Separation Health Assessments (SHA), Contracted Exam Solution, Homeless Stand Downs, and Veterans Transportation Services Portal (Web-based display of compiled beneficiary travel information).
- Sponsorship for the Program Application Support (PAS) Council.

Health Resource Center (HRC) operates VHA's National Customer Service Center assisting Veterans, their family members, and caregivers with questions regarding VHA health care. HRC supports the following programs within VHA:

- *First Party Contact Center* handles calls regarding copayment billings, means test, third-party insurance payments, and service connected billings.
- *Health Benefits Contact Center* handles calls regarding enrollment, health benefits, and programs/initiatives such as Caregivers, VLER, the Health Benefits Handbook, and the Affordable Care Act.
- *Pharmacy Customer Care* handles calls regarding VA prescriptions.
- *Help Desk Support Contract Center* provides Tier One technical support for the eBenefits Website, My HealtheVet Website, and VA Mobile Applications.

Veterans Transportation Program comprises three business lines: Veterans Transportation Service (VTS), the Beneficiary Travel (BT) program, and the Highly Rural Transportation Grants (HRGT) program. VTS provides means for VA to transport Veterans experiencing travel issues to VA health care facilities. The BT program establishes guidance and processes governing payments and allowances to eligible beneficiaries for costs relating to their travel for VA and VA authorized health facilities. The HRGT program provides grants to Veterans Service Organizations and State Veterans agencies to supply transportation services to VA health care facilities for Veterans residing in highly rural areas.

VA Point of Service Program (VPS) develops and deploys kiosk devices (including software) to provide Veterans self-service capabilities to access a broad range of information and services at VA health care facilities. These capabilities include checking in and viewing future appointments, validating demographics, eligibility, and other information, maps of facilities, completing forms and clinical questionnaires, performing medication and allergy reviews, and releases of information.

CBO Purchased Care is managed by the Deputy Chief Business Officer for Purchased Care Services and supports the delivery of health care benefits through enterprise program management and oversight of Purchased Care functions. This includes overall management of Health Care Payer Programs, which involves developing legislative, regulatory, and policy standards for program management, managing, monitoring, controlling, and auditing all program areas.

- Manages the operational components to include eligibility, enrollment, and claims processing for CHAMPVA, the Spina Bifida Health Care Program, Foreign Medical Program, Children of Women Vietnam Veterans Health Care Program, and the Family Caregiver Stipend Program.
- Provides enterprise-wide business policy and standards, and oversees the Non-VA Medical Care (Fee) Program, the State Home Per Diem Program, and manages appropriate business and systems support for all program areas.

State Home Per Diem Program oversees program policy associated with the application, eligibility, and authorization for claims processing and provision of grant per diem funds associated with the use of State Veterans Homes.

- Responds to inquires pertaining to State Home Per Diem issues.
- Provides information and assistance to the National Association of State Veteran Homes and the National Association of State Directors of Veterans Affairs.
- Establishes annual State Home Per Diem payment rates.
- Assists in the development or implementation of per diem payment regulations and legislation.

- Provides grant per diem funding to VA Medical Centers of Jurisdiction to reimburse State Veterans Homes for Veteran care.

When a Veteran is not eligible for DoD Tricare health care benefits, **CHAMPVA** provides reimbursement for medical services and supplies for the spouse, surviving spouse, or child of a Veteran who (a) has a permanent and total service-connected disability, (b) died as a result of a service-connected disability, (c) was permanently and totally disabled from a service-connected condition at the time of death, or (d) has died during active duty.

- Establishes eligibility for Standard and Caregiver CHAMPVA benefits.
- Processes health care claims for reimbursement.
- Operationally manages the program, including overall planning, organizing, budgeting, directing, coordinating, evaluating, and improving administrative operations.

The **Spina Bifida Health Care Program** provides reimbursement for services and supplies for Vietnam and Korea Veterans' birth children diagnosed with spina bifida.

- Enrolls eligible beneficiaries in the program. (Eligibility is established by the Veterans Benefits Administration.)
- Processes claims for reimbursement of medical care.
- Manages all Spina Bifida Health Care Program activities, including planning, organizing, budgeting, directing, coordinating, evaluating, and improving administrative operations.

The **Children of Women Vietnam Veterans (CWVV) Health Care Program** provides reimbursement for medical services and supplies for children with VBA-adjudicated birth defects born to women Vietnam Veterans.

- Enrolls eligible beneficiaries in the CWVV Health Care Program. (Eligibility is established by the Veterans Benefit Administration.)
- Processes claims for reimbursement of medical care related to the adjudicated birth defect.
- Manages all CWVV activities, including planning, organizing, budgeting, directing, coordinating, evaluating, and improving administrative operations.

The **Foreign Medical Program (FMP)** is for Veterans who reside or are traveling outside the United States (excluding the Philippines). Under FMP, VA assumes payment responsibility for certain necessary medical services associated with the treatment of Veterans' service-connected conditions.

- Verifies Veteran eligibility for FMP benefits.
- Processes claims for reimbursement of medical services and supplies.
- Manages all FMP activities including planning, organizing, budgeting, directing, coordinating, evaluating, and improving administrative operations.

National Non-VA Medical Care Program Office (NNPO) provides administrative support and guidance to VHA CBO on the business aspects of Non-VA Medical Care operations. NNPO assists with the development of non-VA medical care related regulations located in Title 38 CFR Part 17, and provides concurrence and comment as requested by other entities within and outside of VA regarding policy, regulation, or statute pertaining to non-VA medical care.

NNPO disseminates business process guidance and supports the Business Systems Management (BSM) Office, which is responsible for the business development and maintenance of the VistA Fee, Central Fee, Fee Payment Processing System, and Fee Basis Claims Systems (FBCS).

- Provides administrative guidance to VHA CBO for purchased care.
- Oversees and coordinates VistA Financials enhancements and automation tools, including coordination with supporting organizations such as Central Fee, Allocation Resource Center, FBCS, and the Decision Support System (DSS).

Field Assistance Unit (FA) supports efforts to improve internal controls for field sites regarding non-VA medical care claims processing activity.

- Provides field assistance to VA facilities in an effort to improve claims processing practices, which includes financial management, FBCS processing oversight and data analysis.
- Provides assistance with training programs in training of new processes and guidance of oversight tools.
- Provides facility site reviews to assess claims processing.

Non-VA Care Support Office (NVCSO) develops and functionally maintains contractual relationships with a variety of non-VA (private sector) providers and health care systems across the Nation promoting health and safety quality metrics and price competition.

- **Patient-Centered Community Care (PCCC or PC3)** – VHA effort to create an enterprise-wide health care contracting strategy. PC3 will provide eligible Veterans coordinated, timely access to care through a comprehensive network of non-VA providers who meet VA quality standards when VA cannot provide the care in-house.
- **Dialysis National Contracts** – Contracts offer Veterans access nationwide (including rural and highly rural geographies) to community-based dialysis care as demand increases in the Veterans and general populations. Contracts were awarded June 14, 2013 to 23 Dialysis/End Stage Renal Disease companies.
- **Integrated Stakeholder Management Program** – Designed to foster, create, and improve the business relationship between VA and non-VA community providers.
- **Home Health Services (AN-98) Program** – National Implementation supporting the final rule 38 CFR Part 17, RIN 2900-AN98, which governs payment for Home Health Services and Hospice.

Project Access Received Closer to Home (ARCH) is a 3-year pilot program implemented through Section 403 of PL 110-387 and amended by Section 308 of PL 111-163, which helps eligible rural Veterans get the medical care they need closer to where they live through competitively awarded contracts.

- Implements care management strategies proven valuable in public and private sectors.
- Ensures care purchased for eligible enrollees from community providers is effective and complementary to the larger VHA system of care.
- Establishes at least five care management demonstration programs through competitive award in VISNs 1, 6, 15, 18, and 19.

- Comprehensive assessment will evaluate volume of care, access to care, quality of care, and cost of care with final report due fall of 2014.

The **Indian Health Service (IHS) and Tribal Health Programs (THP)** project supports implementation and program management of the Reimbursement Agreements for IHS and THP. This program implements a key objective of a 2010 Memorandum of Understanding between VA and IHS to establish a reimbursement program for all tribal health care facilities that provide direct care services to American Indian/Alaskan Native (AI/AN) Veterans.

- Ensures the needs of eligible AI/AN Veterans are met at VA, IHS or tribal health care facilities.
- Works in partnership with VA Office of Rural Health and VA Office of Tribal Government Relations to implement MOU objectives.
- Facilitates agreements and local implementation plans with IHS and THP.
- Resolves policy and operational issues.
- Provides communication and training to internal and external stakeholders.
- Analyzes and audits claim data and financial processes.

The **Camp Lejeune Health Care Program** provides health care/benefits for 15 medical conditions to Veterans and family members who were stationed or resided at Camp Lejeune for more than 30 days from 1957 through 1987.

Business Systems Management (BSM) is responsible for the re-engineering, implementation, and management of innovative business solutions to improve the effectiveness and efficiency of Purchased Care and enhance Veteran health care.

- Implements and manages business solutions to ensure non-VA medical care is coordinated, and the health care claims are paid accurately and in a timely manner.
- Responsible for the management, implementation, and enhancements of the following systems and processes:
 - Fee Basis Claims System (FBCS) that supports more than \$4 billion a year in claims payments
 - Claims Processing and Eligibility System (CPES) and Caregiver Stipend Payment System that supports more than \$1 billion a year in claims payments
 - Program Integrity Tool (PIT) that supports detection of fraud, waste, and abuse
 - Health Claims Processing System that will replace the multiple claims processing systems into one consolidated system
 - Electronic Data Interchange (EDI) systems to objectives in HIPPA
 - Non-VA Medical Care Coordination (NVCC) to ensure care is properly authorized and coordinated
- Develops strategies and solutions to implement legislative and high-priority initiatives such as Camp Lejeune, Affordable Care Act, ICD-10, Caregiver, Indian, and tribal Health Program, Purchased Care National Contracts, VLER, etc.

BSM comprises four Departments: Program Management Office (PMO), Business Process Re-engineering Office (BPRO), Clinical Business System Office (CBSO), and the Operations and Standardization Department (OSD).

The **Program Management Office (PMO)** centralizes and coordinates the management of projects supporting Purchased Care business systems utilizing a comprehensive project management framework to support standard project management practices.

- Provides project management functions to include scheduling, risk and issues management, stakeholder management, business-oriented software development life cycle support, product and process deployment, return on investment analysis, and benefits realization.
- Develops and establishes a comprehensive project management framework and training programs to support standard project management practices.

The **Business Process Re-engineering Office (BPRO)** is responsible for improving business processes to align all aspects of the organization with Purchased Care to promote business effectiveness and efficiency, while striving for innovation, flexibility, and integration with technology.

- Business standards and requirements management
- Development of decision support tools
- Management of user acceptance testing to ensure technical solutions deliver the expected business benefits
- Change control management

Clinical Business Systems Office (CBSO) is responsible for the delivery of innovative and patient-centric business solutions to ensure high quality, coordinated, and equitable delivery of non-VA patient care.

- Conducts clinical business process re-engineering
- Manages Clinical Projects.
- Liaises with non-VA care clinical field personnel and clinical VHA offices.
- Provides oversight and support of clinical elements of BSM projects.

Optimization and Standardization Department (OSD) is responsible for the evaluation of existing processes and procedures to identify opportunities for process improvement that leverage available industry strong practices using readily available technology and resources.

- Development and management of operational efficiency tools
- Statistical and manpower analysis
- Management of analytical assessments
- Process evaluation and documentatio.

Program Oversight and Informatics (POI) Division ensures that VA health care program dollars do not pay for fraudulent or abusive services and supplies. POI reduces operating costs resulting in more benefits and better quality of care for Veterans and their dependents by establishing specialized programs to monitor all related business

operations. POI ensures all claims are paid properly. Improper payments for all programs are tracked to ensure recovery of overpayments. Audit findings and Quality and Corrective Action Plans (QCAP) are identified and tracked to demonstrate improvement and reduction of improper payments.

- **Department of Program Integrity** provides reports on fraud detection, research, and operations. Program Integrity oversees the development and use of tools that identify potential improper payments in a pre-payment state, thereby reducing the improper payment rate, enhancing program effectiveness, and demonstrating significant cost avoidance.
- **Department of Audits and Internal Controls (DAIC)** assures health care dollars are spent on appropriate community resources for the respective services. DAIC ensures controls are in place to reinforce financial integrity in our programs. DAIC performs extensive audits on all Purchased Care Programs.
- **Department of Informatics** is responsible for monitoring, reporting, and managing the vast amount of health care payment data associated with the Purchased Care Programs. These program functions afford VHA insight into the health care purchasing trends, assure appropriate care is purchased and provide key indicators concerning service delivery to our beneficiary population. These also serve as key data sets to assess proper payments and appropriate use of Government funds.
- Operational activities involving the Privacy Act, FOIA, and record management services are performed by POI Division staff to ensure consistency with established VA policy and regulations.

Purchased Care Operations provides a systematic process for eligibility and enrollment decisions as well as medical claims processing for Standard CHAMPVA, Caregiver CHAMPVA, Spina Bifida Health Care Program, CWV Health Care Program, and the Foreign Medical Program. Operations is also responsible for payment of the Caregiver stipend. To accomplish this mission, the Operations Directorate has an eligibility and claims processing system that utilizes document imaging technology, optical character recognition, and EDI.

- Images documents received through the mail and processes through workflow and optical character recognition (OCR) to appropriate Departments.
- Adjudicates medical claim benefits and fee schedules.
- Utilizes automated business and COTS claim scrubbing software for proper payment.
- Provides a robust pharmacy management program to include cost-effective options to beneficiaries through a retail pharmacy benefits management (PBM) contract and through a mail order program developed in partnership with the VA PBM.
- Monitors and maintains a current file of commercial and government health insurance plans to determine appropriate coverage for beneficiaries.
- Provides ongoing quality review of eligibility and medical claims.
- Mitigates or resolves risks and continually focuses on process improvement.

Eligibility, Enrollment, and Verification (EEV) Departments

- Processes all enrollments and provides record maintenance for CHAMPVA, SB, CWV, and FMP programs.
- Maintains eligibility files for recoding updates including address changes, Medicare status, school certification and sponsor file updates.

- Reconciles discrepancy reports from various data machines, including the Center for Medicaid/Medicare Services, the DoD's Defense Enrollment Eligibility Reporting System (DEERS), and the Veterans Benefits Administration.

Document Control and Data Management (DCDM) Department

- Serves as the entry point for all documentation and mail coming into Purchased Care at Health Administration Center.
- Responsible for reviewing, sorting, and counting incoming mail that pertains to the CHAMPVA, FMP, SB and CWVW programs.
- Responsible for all Optical Character Recognition (OCR) scanning and verification.
- Manages reproduction requests and printing and mailing ID cards and beneficiary and provider letters.

Health Care Reimbursement (HCR) Department

- Processes more than 12 million health care claims for CHAMPVA, SB and CWVW.
- Manages three types of processes including paper, OCR, and electronically submitted claims.
- Tracks production and quality standards.
- Performs training and quality reviews.

Review and Resolution (R&R) Department

- Resolves data discrepancies generated in review queues.
- Reviews claims routed to verify adherence to policy and business rules.
 - Processes claims for the Persian Gulf Examinations for Dependents Program (PGP) and Foreign Medical Program (FMP).
- Reprocesses claims requiring adjustments.

Caregiver Support Office (CSO)

- Performs stipend calculations.
- Processes Monthly stipend payments.
- Determines CHAMPVA eligibility for Caregivers.
- Processes non-VA Contract Compensation and Pension exams centrally (Pending Executive Leadership Approval).
- Established a Non-VA Medical Care Claims processing unit to assist the field in processing backlogged claims centrally (Pending Executive Leadership Approval).

Pharmacy Benefits Office (PBO)

- Provides internal and external customer service, project support, industry standards adherence, and training for pharmacy benefits administered by CBOPC.
- Resolves eligibility or medication coverage questions.
- Provides quality reviews of pharmacy claims.

Authorities

38 USC Chapter 73 and applicable Subchapters I-IV

VHA OFFICE OF ASSISTANT DEPUTY UNDER SECRETARY FOR HEALTH FOR CLINICAL OPERATIONS (10NC)

Overview

The Office of the Assistant Deputy Under Secretary for Health for Clinical Operations (ADUSH/CO) strives to provide clinical services to Veterans and their families that serve as the benchmark for health care excellence and value.

Functions and Activities

The primary function of the Office of the ADUSH/CO is to monitor and ensure 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. These responsibilities are executed by core staff and program offices that address Veteran homelessness, surgical services, primary care, geriatrics and extended care, mental health, sterile processing services, dentistry, and disability and medical assessment.

VHA HOMELESS PROGRAMS OFFICE (10NC1)

Overview

The VHA Homeless Programs Office advises VA leadership on homeless Veteran issues.

Functions and Activities

- Leads VA's efforts associated with the APG to prevent and eliminate homelessness among Veterans and their families by 2015.
- Guides policy, planning, and coordination 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.
- Represents VHA leadership on issues of Veteran homelessness when coordinating VA efforts with other Federal agencies, community partners, and other VA offices.
- Represents the Department on the U.S. Interagency Council on Homelessness (USICH).
- Collaborates with the USICH to identify ways Federal partners can help end Veteran homelessness to include subpopulations that cannot be served in many VA programs, such as dishonorably discharged Veterans.
- Coordinates with the Department of Housing and Urban Development (HUD) to develop and implement point-in-time (PIT) homeless count improvements as needed.

- Reviews reports, prepares correspondence, and disseminates pertinent information concerning homeless Veteran issues.
- Integrates Departmental efforts in addressing the needs of homeless and at-risk Veterans.
- Coordinates VHA homeless program operations with VA Stakeholders to develop a comprehensive Operating Plan and to monitor progress by facilitating monthly governance and oversight meetings.
- Develops and implements programs and associated national policies to address the needs of the homeless Veteran population.
- Oversees the development of VISN and Medical Center Fiscal Year Synchronized Plans.
- Provides Homeless Veteran Program funding and guidance in support of ending homelessness among Veterans.
- Develops and implements national policy and guidance on existing and proposed statutes, regulations and directives, and other VA and non-VA policies relating to homeless services.
- Develops and coordinates critical legislative authorizations and program re-authorizations to advance the program.
- Conducts regular training and continuing education programs to ensure competencies in clinical areas related to the needs of homeless Veterans
- Monitors homeless Veteran clinical services.
- Develops and maintains a Homeless Veteran Registry, which tracks and monitors homeless program expansion, operation, and treatment outcomes.
- Integrates homeless clinical services with other components of VHA's clinical initiatives.
- Monitors the integrity, quality, and value of homeless Veteran programs and services.
- Works with OPIA to administer a national homeless outreach campaign to increase awareness of VA services for homeless and at-risk Veterans.
- Develops collaborative relationships with, local, regional, and national organizations to assist with housing and employment for homeless and at-risk Veterans.
- Works with OPIA and VHA Communications to develop strategic communication products to ensure clear, concise, and consistent messages are conveyed about VA homeless programs among internal and external stakeholders.

NATIONAL SURGERY OFFICE (10NC2)

Overview

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

Functions and Activities

- Oversees the delivery of surgical care by VHA to enhance operations.

- Maintains clinical oversight of the established VHA surgical programs, surgical outcomes and surgical outcomes' data analyzed for research purposes.
- Develops and implements national policy and guidance for surgical programs.
- Provides support for the national delivery of transplant and related services.

OFFICE OF PRIMARY CARE OPERATIONS (10NC3)

Overview

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

Functions and Activities

- Assesses new, revised, and existing primary care clinical services.
- Integrates and coordinates primary care clinical services with other components of the health care organization.
- Deploys and executes processes that enable and enhance the delivery of primary care.
- 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.
 - Aligned under the Office of Primary Care Operations is the Interim Staffing Program (ISP), which recruits and trains doctors, nurses, and other health care personnel for rapid deployment to fill primary care, compensation and pension, and nursing vacancies occurring anywhere within VHA.
 - Provides a resource of VHA vetted and trained primary care physicians (PCP), compensation and pension (C&P) examiners, registered nurses, and other health care personnel to VHA facilities in need of staffing support at prices that are competitive with private sector temporary staffing agencies.
 - Minimizes need to review, interview, and select from among untested applicants, thereby supporting Human Resource operations at subscribing facilities.
 - Performs advance vetting, nonstatic credentialing, orientation and training so that all staff arrive at subscribing facilities ready to work.
 - Provides staff strongly aligned to Veterans health care and well-integrated into the VA culture of health care excellence. (Additionally, as Title 38 employees, abide by VA regulations.)
 - Provides a valuable recruitment strategy, ensures VHA control over hiring, and permits rapid staff movement from temporarily-assigned to permanently-employed status at subscribing facility without penalty.
 - Offers reliable support for facilities in need of PCP or C&P examiner coverage.
 - Represent shared resources between VACO and receiving facilities.

- Serves as a contingency plan for addressing lengthy wait times and/or emergency staff for natural, national, or local disasters.

OFFICE OF GERIATRICS AND EXTENDED CARE OPERATIONS (10NC4)

Overview

The Office of Geriatrics and Extended Care (GEC) Operations 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 (noninstitutional care) programs.

Functions and Activities

Facility-based Care (Institutional Care Programs)

- Manages contract of State Veterans Homes (SVH) to ensure compliance with VA's rules and regulations regarding nursing home care, domiciliary, and/or adult day health care.
- Reviews and responds to SVH issue briefs, surveys report reviews and close outs, and survey appeals.
- Contracts with Community Nursing Homes (CNH) to provide care for Veterans in community nursing homes.
- Provides monitoring and follow-up services for Veterans in the CNH Program.
- Supports Community Living Center (CLC) operations to transform the culture of care in VA CLCs to refined communities of Veterans living together as comfortably and independently as possible in a setting reminiscent of the homes they defended with their service.
- Provides clinical and quality oversight through unannounced surveys, standardized action plans, trending data, reports, policies, and issue briefs.

Home- and Community-based Care (Noninstitutional Care Programs)

- Oversees Comprehensive End-of-Life Care services, such as bereavement care, and hospice and palliative services with an interdisciplinary team of health care providers, and creates individualized plan of care to meet medical, social, spiritual, and psychological needs.
- Operates and purchases Adult Day Health Care, which provides therapy with activities, socialization, health services, and caregiver respite in a safe, group setting.
- Coordinates Veteran-Directed Services, which provides Veterans and their caregivers with more access, choices, and control over their community-based long-term care services.
- Coordinates Homemaker and Home Health Aide care, which assists Veterans with personal care, chores or other activities of daily living.
- Provides respite care in the home and in other community settings in adherence with the Veterans Millennium Health Care and Benefits Act.
- Coordinates Community Residential Care, which provides health care supervision and personal assistance in a residential care facility to eligible Veterans who are unable to live independently.

- Coordinates Medical Foster Homes (MFH), a form of Community Residential Care that provides health care supervision and personal care assistance in a personal family home to Veterans who meet nursing home level of care need.
- Coordinates Geriatric Evaluation and Management, which provides comprehensive interdisciplinary evaluation and management of Veterans with multiple chronic diseases and disability conditions, through primary or consultative services in outpatient and inpatient settings.
- Coordinates Geriatric Primary Care, which provides medical care, nursing care, therapy, mental health, disease treatment and prevention, health maintenance and education, referral for specialty care, and overall care management for elderly Veterans in an outpatient clinic setting.
- Collaborates with Geriatric Research, Education and Clinical Centers (GRECC) to increase health care providers' basic knowledge of aging, and improve the quality of care through improved models of clinical services, and a wide variety of educational activities targeting VA staff and trainees from the full range of health disciplines.
- Coordinates Alzheimer's and dementia care through a full range of VA health care services depending on Veterans' needs.
- Manages the Home-based Primary Care (HBPC) program, which provides comprehensive, longitudinal primary care by an interdisciplinary team through home visits in urban, rural, highly rural and Native American land. HBPC coordinates care and incorporates nutritional, cultural, mental health, rehabilitative, spiritual and clinical needs of the Veteran through individualized Veteran-centered holistic care plans and ongoing assessments for Veterans.
 - Serves as a major site for health profession trainees, research projects and clinical initiatives. When Veterans are no longer able to reside in their own home and seek alternative living options, HBPC can assist Veterans who want to avoid nursing home care through identifying a qualified caregiver in the VA MFH program, which continues to expand throughout VA.
 - Established as a Medicare demonstration based largely on the experience and successful outcomes of the VA HBPC model.
- Integrates with PACTs through the operation of special population PACTs in Geriatric Primary Care and HBPC.

OFFICE OF MENTAL HEALTH OPERATIONS (10NC5)

Overview

The Office of Mental Health Operations (OMHO) executes, monitors, implements, and integrates mental health services as developed by policy in VHA Mental Health Services.

Functions and Activities

- Works with VISN and facility leadership to identify areas of anticipated growth and unmet Veteran needs, and assist in implementing programs to meet these demands.
- Monitors mental health clinical services through its Mental Health Information System, executed by three Mental Health Program Evaluation Centers.
- Conducts oversight visits for review of Uniform Mental Health Services Handbook policy implementation visiting every health care system once every 3 years.

- Coordinates with VISN Mental Health Leads and facilities in responding to recommendations from the site visits through the development and implementation of action plans for quality improvement which are monitored on a quarterly basis.
- Provides technical assistance in the deployment of new mental health services.
- Develops models, guidance, and assistance to decrease variability in existing services.
- Provides clinical services through the operation of the National Veterans Crisis Line and the National Call Center for Homeless Veterans.
- Provides oversight and management of the Therapeutic and Supported Employment Services Program and the National Clozapine Coordinating Center.

NATIONAL PROGRAM OFFICE FOR STERILE PROCESSING (10NC6)

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.

Functions and Activities

- Program office SMEs conduct facility site visits to review and advise on sterile processing activities, and to provide special assistance when failures in sterile processing activities pose potential risks to Veterans.
- Identifies risks to Veterans when sterile processing activities are not performed correctly through analysis of process failures and potential for harm to Veterans. SMEs or health specialists recommend corrective actions to the Facility Director, VISN Director, and VHA leadership.
- Provides guidance and policies for facility and VISN-led inspections of sterile processing activities, collects, and analyzes data to identify trends and address frequently occurring problems across facilities, and recommends corrective actions to the ADUSH/CO.
- Conducts training and continuing education programs to ensure competencies in the sterile processing workforce.
- Develops national policy and guidance for sterile processing activities, including technical specifications, competency assessments, oversight of sterile processing functions at the facility level, and integration with other clinical services.

OFFICE OF DENTISTRY (10NC7)

Overview

The Office of Dentistry establishes and deploys policy for VA Dental Services to ensure uniform and consistent national procedures for providing oral health care to eligible Veterans.

Functions and Activities

- Fields and maintains the Dental Encounter System, and client-facing Dental Reporting and Analytics System (complementary business intelligence systems) to assess and improve evidence-based and data-driven organizational and individual performance.

- Develops evidence-based clinical quality indicators that ensure eligible Veterans receive a primary care dental provider, regular exams, cleanings, and appropriate fluoride treatments to drive improvement in Veteran oral health.
- Maximizes access to dental care for additional homeless Veterans by continually refining and monitoring distribution of Homeless Veteran Dental Program funds.
- Maintains Central Dental Laboratory services to support the needs of eligible beneficiaries. Services include, but are not limited to, dental crowns, bridges, and removable partial denture frameworks.

OFFICE OF DISABILITY AND MEDICAL ASSESSMENT (10NC8)

Overview

The Office of Disability and Medical Assessment (DMA) provides executive leadership to VHA's disability programs worldwide, including both the traditional Compensation and Pension (C&P) and the Integrated Disability Evaluation System (IDES) programs. These responsibilities include gathering budget estimates, securing and execution of funding, quality performance improvement, contract management, clinician certification and training providing analytics support, and development of national (C&P) policy. DMA works closely with its stakeholders to include VHA, the Veterans Benefits Administration (VBA), the Office of Information and Technology (OIT), the Board of Veterans Appeals (BVA) and the Department of Defense (DoD) to project future requirements necessary to meet the demands for services in response to new initiatives and legislation. DMA works with DoD, VBA, Office of Policy and Planning (OPP), and Health Affairs (HA) to manage and monitor programs to provide disability examinations for Servicemembers, including IDES and Separation Health Assessments (SHA).

Functions and Activities

- Works with VBA and DoD to improve relationships in the management of pre-discharge programs.
- 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.
- Supports implementation of policies through regularly scheduled conference calls and in-person training and meetings.
- Establishes and implements reporting to affect data-driven management principles.
- 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.

DMA develops, implements, and provides education and training for disability evaluation and examination programs.

- Is the VA appointed business owner of Disability Benefits Questionnaires (DBQ).
- Works with VBA, OIT, and BVA representatives to govern the development, use, automation, and revision of DBQs. DBQs were designed to standardize and focus medical evidence required for a VBA disability benefits determination.
- Drafts new DBQs based on changes in VA laws, regulations, and policies.
- Serves as VBA's primary point of contact for VHA compensation and pension-related issues.

- Provides medical authority for medical components of the VA C&P disability evaluation and reporting process.
- Develops national policy guidance and disseminates to improve the disability evaluation and examination process.
- Develops national C&P certification and training standards.
- Provides expert medical opinions on complex issues upon stakeholders' requests.
- Manages the Disability Examination Management contract nationwide and overseas, and collaborates with the Locum Tenens program to provide augmented examination services capability to medical centers.
- Provides analytic and reporting services to gather and manage data related to disability evaluations and examinations.
- Works with primary care to provide compensation evaluations and examinations through DBQs.
- Works with VBA to develop consistent measures for predicting examination workload and monitor performance.
- Develops joint VHA/VBA Web-based data tools to centrally monitor and manage examination programs.
- Monitors SHA.
- Responds to OMB, congressional committees, and other requests for program information and support.

DMA monitors fiscal year, monthly, and quarterly 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.

- Collaborates with VBA to ensure comprehensive and uniformity of quality reviews.
- Oversees VHA quality assurance reviews of disability evaluations and examinations.
- Provides fiscal year, monthly, and quarterly reports on VISN performance.
- Monitors national timeliness standards for all disability evaluations and examinations.
- Provides feedback and training to disability examination field staff targeting clinical areas of concern identified in monthly quality review audits.
- Performs quality audit reviews of VHA disability reports to identify those issues that would generate a VBA determination of an insufficient evaluation and generate rework on any type of examination or evaluation.
- Provides facility specific reviews to promote performance improvement.

Authorities

38 USC 73 Subchapters I-IV

38 USC 2011-2013

38 USC 2022

38 USC 2031

38 USC 2033-
38 USC 2034
38 USC 2044
38 USC 2061
38 USC 2065
38 USC 1710B
38 USC 1717
38 USC 1720C
38 USC 1718
21 USC 321
42 USC 362
38 USC 1712
38 USC 5103A
42 USC 1437f(o)(19)
PL 111-8, Title II (123 Stat. 961)
PL 112-154 § 304
PL 99-166, Title II
VHA Directive 1603, 2008-71, 2010-024, 2010-027, 2012-011, 2012-021, 2012-025, 2013-002, and 1602.01
VHA Handbooks 1030.02, 1102.01, 1601.01 and VHA Handbook (to be published), “Patient Aligned Care Teams”
PL 106-117, The Veterans Millennium Health Care Benefits Act
45 CFR 164.512
VHA Handbook 1004.01, 1160.01, 1160.02, 1605.1
38 CFR 17.160-17.166
38 CFR 3.159
VHA Executive Decision Memo of March 7, 2011, “Activation of the Office of Disability and Medical Assessment”

VHA PATIENT-CENTERED CARE AND CULTURAL TRANSFORMATION (10NE)

Overview

The Office of Patient-Centered Care and Cultural Transformation (PCCCT) leads the transformation of health care from primarily reactive, sporadic and physician-centered care to personalized, patient-centered care that is based on relationships built on trust and committed to positive results over the Veteran’s lifetime. The PCCCT office has defined patient-centered care as an approach to health care that prioritizes Veterans and their values, and partners with them to create a personalized, proactive strategy to optimize their health and well-being, and minimize and manage disease.

Patient-centered care “practice” 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 “experience” establishes continuous healing relationships and provides optimal healing environments. The ultimate results are better health outcomes, improved quality of care, greater patient and provider satisfaction, and greater cost effectiveness.

Functions and Activities

PCCCT partners with VISNs, medical centers, and program offices to develop strategies and plans that implement patient-centered care nationally.

- Hears, informs, and represents the Veterans.
- Partners with nine Centers of Innovation in the field to pilot new practices, and integrate and align current programs with the elements of patient-centered care.

- Implements a national foundational rollout of patient-centered care in partnership with VISNs and medical centers.
- Enhances collaboration among program offices, VISNs, medical centers, Vet Centers, and other community organizations to integrate innovative programs and services, and share strong practices with the vision for transformation.
- Co-chairs the National Leadership Veteran Experience Committee, which reports to the NLC.
- Takes a leadership role in advising the NLC and USH on a wide range of issues related to the enhancement of Veterans' experience of care in VHA.

PCCCT develops education and training for staff and Veterans as part of the VHA-integrated curriculum.

- Imbeds elements of patient-centered care 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.

PCCCT captures innovation, analyzes outcomes, and deploys best practices nationally.

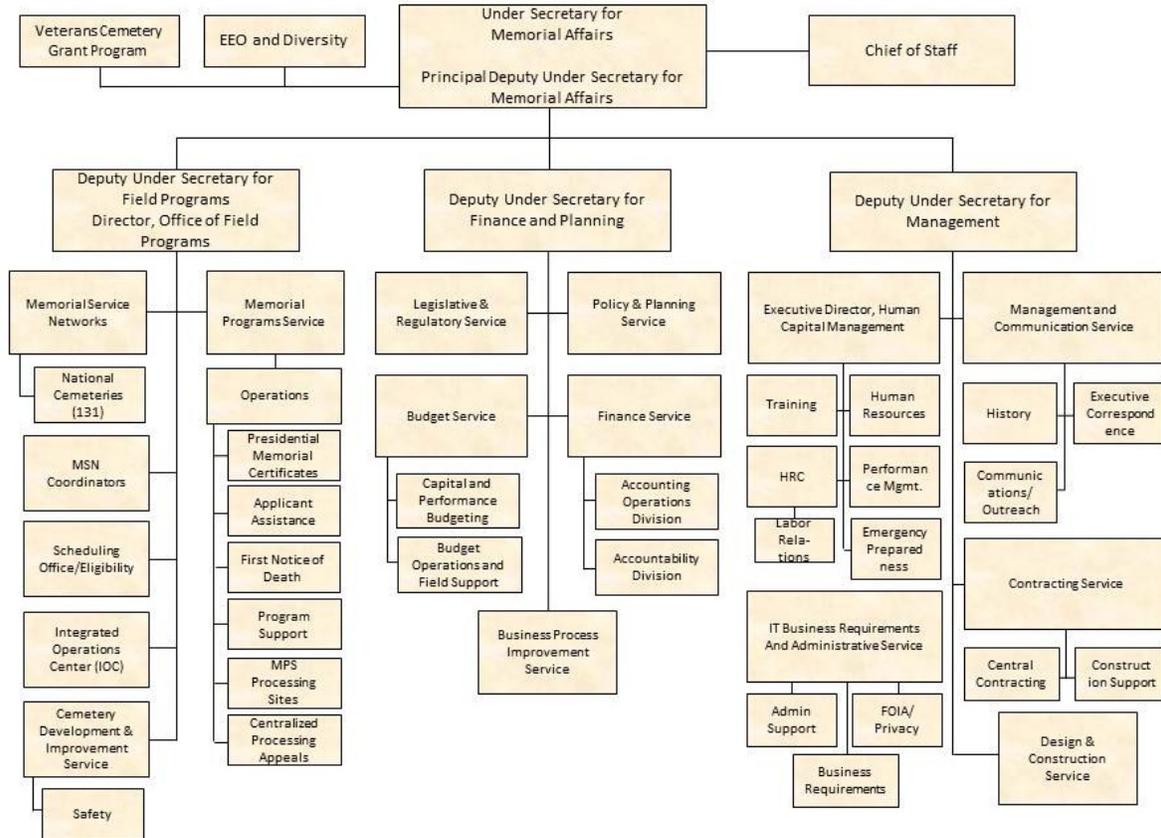
- Establishes pilot programs in Centers of Innovation, VISNs, VAMCs, Vet Centers, and other environments across the continuum of care.
- Develops partnerships with measurement and research program offices to effectively evaluate outcomes.
- Deploys best practices and innovations nationally.

PCCCT communicates to Veterans, staff, and other stakeholders in order to support the office's activities, and further the progression and success of transforming VHA to a culture of patient-centered care.

Authorities

Title 38 USC Chapter 73 and applicable Subchapters I-IV

NATIONAL CEMETERY ADMINISTRATION



Mission Statement

The National Cemetery Administration (NCA) honors Veterans and their families with final resting places in national shrines, and with lasting tributes that commemorate their service and sacrifice to our Nation.

Vision Statement

The National Cemetery Administration will be the model of excellence for burials and memorials for our Nation’s Veterans and their families.

Overview

The Office of the Under Secretary for Memorial Affairs (USMA) is responsible for the leadership and direction of NCA. The NCA interments eligible Servicemembers, Veterans and family members in VA national cemeteries and maintains the graves and their environs as national shrines in perpetuity; assists State and tribal organizations in providing burial benefits to Veterans through the Veterans Cemetery Grants Program; furnishes headstones and markers for graves in national, federally-administered State, tribal, and private cemeteries; furnishes medallions for privately purchased headstones and markers that signify Veterans’ service; and provides Presidential Memorial Certificates to next of kin and other loved ones in recognition of Veterans’ honorable service.

OFFICE OF THE UNDER SECRETARY FOR MEMORIAL AFFAIRS (40)

Functions and Activities

The Under Secretary for Memorial Affairs leads and directs the National Cemetery Administration. The Principal Deputy Under Secretary for Memorial Affairs oversees a broad range of management activities in support of the Under Secretary.

Administers USC Title 38 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 the National Cemetery Administration.

- Develops and administers an 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 SECVA approval in regards to 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 through crucial business functions, such as human resources, equal employment opportunity and diversity, budget/finance, construction, safety, emergency preparedness, information technology, outreach and communications.

Operates and Maintains 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.
- Provides policy and plans required for the development, operation, and administration of all VA national cemeteries.
- Plans for and acquires resources needed to ensure 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.
- Advises SECVA, through the Under Secretary for Memorial Affairs (USMA), with respect to the administration of VA national cemeteries, and Veterans and Servicemembers' lots and plots.
- Advises the SECVA on erecting appropriate memorials and the adequacy of Federal burial benefits.
- Examines the full spectrum of available benefits and services and makes reports and recommendations on how to resolve issues involving the operations of the NCA, the Veterans Cemetery Grants Program, the provision of headstones, markers, and medallions, the provision of Presidential Memorial Certificates, and related burial benefits.
- Assists the SECVA in ensuring that plans and programs are meeting the needs of the Nation's Veterans and their eligible family members, and in meeting the mandate to maintain our national cemeteries as national shrines.

Conducts stakeholder engagement.

- Manages relationships with NCA's diverse and varied stakeholder population, including Veterans and their family members, VSOs, and professionals in the funeral and mortuary industry.
- Includes environmental groups, historical groups, and genealogical organizations in stakeholder management activities, such as reviewing plans to establish or expand VA national cemeteries.
- Coordinates activities with various components of the DoD and members of Active-Duty and Reserve forces.
- Partners with DoD, American Battle Monuments Commission, U.S. Military Academies, and National Park Service to ensure accurate and dignified burial of the Nation's heroes.
- Coordinates with States and tribal organizations to establish State and tribal Veterans cemeteries.
- Represents the SECVA and/or the VA at congressional hearings and in ceremonial activities relating to VA national cemeteries.

VETERANS CEMETERY GRANTS PROGRAM (40A3)

Functions and Activities

The program assists States, territories, and federally recognized tribal governments in providing burial options for Veterans in those areas where VA's national cemeteries cannot fully satisfy their burial needs. The program:

- Develops grant application guidelines and timelines based on criteria set forth in legislation.
- Ranks and evaluates pre-applications submitted for consideration.
- Provides technical assistance to potential applicants to finalize applications.
- Develops the list of grant recommendations for the Secretary's consideration.

- Monitors expenditures/progress/deliverables to ensure proper use of grant money.

EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY (40A2)

Functions and Activities

This program directs the overall Equal Employment Opportunity (EEO) Program for NCA headquarters, regional offices, and over one hundred field locations, which includes more than 1,700 employees.

- Provides continuing positive equal employment consulting services to managers at all levels.
- Concentrates on systematic equal employment opportunity problems as well as on individual problems.
- Provides program direction and guidance in all areas of affirmative employment and equal opportunity.
- Serves as EEO compliant liaison and complaint management for NCA.
- Provides direction and consultation on Alternative Dispute Resolution (ADR).
- Evaluates and processes reasonable accommodation requests.

CHIEF OF STAFF (40A1)

Functions and Activities

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

- 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.
- Liaisons with the Memorial Service Networks (MSN) and national cemeteries, coordinates crosscutting tasks and is consulted for evaluation or assessment of documents, processes, correspondence, policies and more.
- Makes recommendations to ensure maximum effectiveness and efficiency in the use of all resources.
- Manages NCA's delegations of signature authorities for statutory and regulatory actions that USMA and NCA staff are authorized to make.

Authorities

38 USC 2306
38 USC Chapter 24
38 CFR Parts 38-39

OFFICE OF THE DEPUTY UNDER SECRETARY FOR FIELD PROGRAMS (41)

Functions and Activities

Provides interment and memorial benefits.

- Establishes policies and procedures for administering the statutorily based Interment Benefit Program.
- Determines eligibility for burial benefits in VA national cemeteries.
- Manages the Memorial Programs Service, which provides headstones, markers, medallions, and Presidential Memorial Certificates to eligible Veterans and family members. NCA provides these benefits for Veterans' gravesites worldwide.
- Works with the USMA, the Principal Deputy Under Secretary for Memorial Affairs (PDUSMA), MSNs, and national cemeteries to determine appropriate policies, plans, and procedures to guide the development, operation, and administration of all national cemeteries under VA's jurisdiction.
- Oversees funding requirements/distribution for field operations components and ensures funding allocations are consistent with operations budget plans.
- Provides executive oversight of MSN offices and national cemeteries.
- Provides executive oversight of the Safety Program.
- Manages the NCA watch officer team in the VA Integrated Operations Center to collect, coordinate and analyze information about administration activities.

Advises USMA and PDUSMA.

- Serves as headquarters senior official who communicates with NCA field programs concerning operational decisions impacting VA national cemeteries.
- Serves as Principal Advisor on field program issues to the USMA.
- Furnishes information and solution options on critical issues affecting current operating year activities and future plans.
- Participates with the USMA in discussions concerning policies, programs, procedures, and legislation that may affect Veterans, their families, or VSOs.
- Assesses and revises policies and procedures to accommodate changing Federal requirements related to eligibility for benefits, operations, etc.
- Represents the USMA at meetings with other VA officials, members of Congress, private enterprise, VSOs, and representatives of other Government agencies on matters pertaining to NCA.
- Represents the USMA at congressional and State briefings on topics and program activities related to NCA.
- Ensures prudent judgment by Field Programs Managers when exercising delegated authorities related to procurement of emergency supplies/services, specifications and policies related to headstone/marker inscriptions, and acceptance of donations made to the cemeteries and NCA's Cemetery Gift Fund.
- Manages use of uncompensated workforce individuals to obtain goals (e.g., volunteers, work study students, summer youth programs, court-ordered details, and prisoners).
- Oversees succession planning for key field positions and interface with VACO.

Conducts stakeholder engagement.

- Informs Veterans, eligible family members, DoD members, VSOs, and other stakeholders about burial and memorial benefits.
- Collaborates with State and tribal Veterans cemeteries, DoD cemeteries and National Park Service cemeteries to ensure Federal-, State-, and tribal-administered cemeteries operate efficiently and effectively.
- Provides guidance and training to DoD and National Park Service in the operations of national cemeteries.
- Works with VHA on Compensated Work Therapy opportunities and annual workplace valuations.
- Establishes agreements with VBA for assistance in determining eligibility and for other services and support; and with the National Personnel Records Center for assistance in locating military documents.
- Collaborates with DoD and other providers to ensure that military funeral honors are provided at the committal services of Servicemembers and Veterans.

MEMORIAL SERVICE NETWORK (MSN) OFFICES AND NATIONAL CEMETERIES (41A)

Functions and Activities

- Provides dignified burial and memorial services for eligible Veterans and family members.
- Monitors all aspects of national cemetery operations, evaluates procedures for effectiveness, initiates improvements, and makes appropriate adjustments to accommodate changing program demands.
- Ensures efficient and effective operation of cemeteries by providing a management perspective on program-planning actions, such as forecasted rates of interments, feasibility of new cemeteries, further development of existing cemeteries and availability of resources.
- Operates and maintains VA national cemeteries as national shrines of honor and dignity.
- Works with the Office of Finance and Planning to establish operational standards and measures to quantify the levels of appearance and services required of national shrines.
- Oversees ongoing assessments of progress in achieving national shrine status.
- Determines resource requirements necessary to maintain outstanding interment and memorialization operations, and grounds and equipment maintenance.
- Manages gravesite assignment policies and operations.
- Develops employees and leaders to sustain the success of the organization in the future.

MEMORIAL PROGRAMS SERVICE (41B)

Functions and Activities

OPERATIONS

- Provides oversight for policy development, service provision and contracts related to the Federal headstone, marker and medallion program; the Presidential Memorial Certificate program; the First Notice of Death Office and the Centralized Appeals Processing Unit.

- Reviews and determines appropriate action on requests to make new Emblems of Belief (EOB) available for inscription on Government-furnished headstones and markers. An EOB is an emblem or symbol that represents the sincerely held belief of the decedent during his or her life that constituted a religion or the functional equivalent of religion.

PROGRAM SUPPORT UNIT

- Establishes policies and procedures for providing statutorily based headstone, marker, and medallion benefits.
- Arranges for the production and delivery of headstones, markers, and medallions to eligible recipients, and ensures appropriate quality control of products.

APPLICANT ASSISTANCE UNIT

- Operates national customer call center operations to provide direct customer service for inquiries related to headstone, marker, and medallion benefits.

SATELLITE PROCESSING SITES

- Determines eligibility for receipt of headstone, marker or medallion benefit.

PRESIDENTIAL MEMORIAL CERTIFICATES PROGRAM

- Through the Presidential Memorial Certificate (PMC) Program, NCA provides next of kin and loved ones with an engraved paper certificate signed by the current President to honor the memory of honorably discharged, deceased Veterans. NCA staff determines eligibility and oversees the production, inspection, and delivery of PMCs to eligible recipients.

CENTRALIZED PROCESSING APPEALS UNIT

- Reviews Notices of Disagreements regarding denied burial and headstone and marker claims and prepares appeals packets for processing to the Board of Veterans Appeals.

FIRST NOTICE OF DEATH OFFICE

- Updates electronic files to ensure timely termination of benefits and next-of-kin notification of possible entitlement to survivor benefits. In 2009, NCA assumed responsibility of VA's First Notice of Death Program, previously administered by the VBA.

MSN COORDINATORS (41C)

Functions and Activities

- Liaises with MSN offices to solicit input and to disseminate and explain policy and program initiatives.
- Evaluates and develops information-based responses to process eligibility determinations for cases involving allegations of capital crimes or certain sexual offenses, and other benefit determinations such as requests to the Secretary of Veterans Affairs for Designations of Eligibility.
- Manages correspondence related to field programs issues between the NCA and congressional offices, other governmental entities, and individual citizens.

- Manages funding allocations for national shrine initiatives, maintenance and repair projects, non-recurring maintenance projects, and the Compensated Work Therapy program.
- Ensures homeless and indigent Veterans receive appropriate burial and memorial benefits.
- Serves as Central Office representative on high level field issue reviews.
- Coordinates with MSNs and national cemeteries on national studies.
- Supports development of implementing policy and regulations following passage of new benefits legislation.

NATIONAL CEMETERY SCHEDULING OFFICE (41D)

Functions and Activities

- Determines eligibility and schedule committal services at VA national cemeteries.
- Assists Veterans, their families and those acting on their behalf, to verify military service and schedule committal services and interments at VA national cemeteries.
- Develops Memoranda of Agreements with stakeholders to assist in documenting and determining eligibility for burial and memorial benefits.

INTEGRATED OPERATIONS CENTER (41E)

Functions and Activities

- Provides appropriate guidance to NCA Central Office, field facilities, and staff regarding timely and accurate information flow to/from the NCA IOC Watch Team.
- Supports VA by staffing a NCA Watch Officer position in the VA IOC that is responsible for collecting, analyzing, and coordinating on ongoing or developing events that occur or affect VA assets.
- Implements and monitors VA policy regarding IOC operations, including reporting, training, and system functions.
- Serves as Watch Officers during contingency operations and periods of local or national emergencies.

CEMETERY DEVELOPMENT AND IMPROVEMENT SERVICE AND SAFETY (41F)

Functions and Activities

- Recommends and coordinates acquisition of new sites for future VA national cemeteries and the expansion of existing cemeteries based on evaluation of site locations, Veteran population, topography, access to property, historical and cultural significance of sites, and the potential for gravesite yield.
- Provides technical review and guidance on national cemetery project and operational issues, including the specific areas of pre-placed crypts, columbaria, irrigation systems, and national agronomy concerns.
- 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.
- Manages and oversees the research, development and design of new products, processes and procedures to improve burial operations and equipment for the future.

- 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.
- Encourages return of employees injured on the job to work status through safety education programs and mitigation of workplace hazards unique to NCA job functions.
- Manages and oversees the NCA Fleet and Equipment Program to meet all VA and Federal requirements and mandates related to cemetery vehicles and equipment.

Authorities

38 USC 2306

38 USC Chapter 24

38 CFR Parts 38-39

OFFICE OF THE DEPUTY UNDER SECRETARY FOR FINANCE AND PLANNING/CFO (42)

Functions and Activities

POLICY AND PLANNING

- Plans and directs nationwide demonstration programs for managing and improving service delivery, including future projections and management practices, organizational modifications, resource utilization and communication networks.
- As NCA's Chief Financial Officer, contributes to the overall improvement of financial management throughout the Department.
- Oversees organizational analyses, studies, and reviews within NCA in support of strategic and business plans.
- Manages development of strategies and performance measures NCA will employ to achieve its goals and objectives.
- Demographic analysis to develop recurring and special statistical and management reports covering all facets of NCA unique operations.

BUDGET FORMULATION/EXECUTION

- Responsible for capital and performance budgeting.
- Executes the approved budget.
- Formulates, justifies, and monitors budget requirements, funding, obligations, and expenditures for all NCA programs.
- Oversees NCA's nationwide managerial cost accounting function.

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.

BUSINESS PROCESS IMPROVEMENT AND COMPLIANCE

- Exercises leadership responsibilities for internal controls and reporting.
- Oversees the NCA Organizational Assessment and Improvement (OAI) Program for national cemeteries and Central Office components.
- Promotes special projects related to the strategic goals of NCA.

CONGRESSIONAL RELATIONS AND 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/procedures publications program.

POLICY AND PLANNING SERVICE (42A)

Functions and Activities

- Conducts organizational analyses, studies, and reviews within NCA to develop operational plans that affect the future needs of the Administration.
- Initiates studies and develops plans to meet future needs of NCA, such as green burials, and Department-level direction to increase burial options in urban and rural regions.
- Conducts NCA-wide manpower planning activities, including the development of policies and systems for measuring productivity and evaluating manpower utilization.
- Ensures implementation of the Government Performance and Results Act requirements, including managing strategic and tactical planning processes that set forth the future direction of NCA.
- Consults with all elements of NCA to develop NCA strategic goals and objectives.
- Consults with other external stakeholders that have a vested interest in NCA programs, such as OMB, congressional committees, State Government officials and VSOs.
- Works with planning officials throughout the Department and other executive branch agencies to ensure NCA strategic and tactical business plans are integrated with the plans of the SECVA and outside entities.

- Determines the strategies and performance measures NCA will employ to achieve its goals and objectives to measure success.
- Defines the data needed to evaluate the effectiveness of NCA programs and directs NCA efforts to capture and report needed data utilizing automated 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 employee satisfaction data. Plans, develops, and executes strategies to improve client/customer and employee satisfaction with NCA products and services.
- Plans, develops, executes, and promotes new policies that improve or enhance the completion of the NCA mission.
- Conducts statistical research to develop demographic characteristics of Veterans and their dependents 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.
- Serves as the Systems Administrator for the NCA management decision and 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.

BUDGET SERVICE (42B)

Functions and Activities

- Monitors and tracks the status of NCA operations and maintenance accounts, grants for Veterans cemeteries, benefits such as graveliners, outer burial receptacles, headstones and markers, and the Gift Fund.
- Oversees NCA's nationwide managerial cost accounting function.
- 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, graveliners, outer burial receptacles, headstones, markers, and medallions), and NCA's Gift Fund (separate from VA Gift Fund).
- Monitors NCA's capital asset investment budget and plan, which includes construction and maintenance repair projects at the national cemeteries.
- Analyzes, develops, and justifies cemetery expansions and the asset repairs and improvements portion of the VA construction budget.
- Manages NCA's annual review of facility condition assessments.

- Provides NCA-specific data for the VA construction budget related to cemetery expansions and asset repairs and improvements.

FINANCE SERVICE (42C)

Functions and Activities

- Oversees and manages Government-wide card programs (purchase cards, fleet cards, etc.) for staff at all levels and all NCA locations by determining appropriate policy, administration, and audit activities to meet facility-specific needs.
- Provides agent cashier functions for NCA field offices that include the deposit and proper accounting of official and unofficial funds for all NCA appropriations, including the NCA Operations and Maintenance Fund and the Agriculture Lease Fund.
- Oversees NCA's Accounts Receivables for employee debts and works in consort with the VA Financial Services Center for recording and collection of vendor receivables and employee payroll-related debts.
- 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 from gifts and bequests from donors.
- Serves as the NCA liaison with the OIG and the Independent Financial Statement Auditors for all financial matters related to NCA audits, and develops NCA-specific remediation activities as necessary.
- Manages and monitors user access and permissions for all NCA-specific transactions in the Centralized Administrative Accounting Transaction System (CAATS).
- Analyzes and applies NCA-specific internal controls and data on improper payments, financial statements and Government purchase cards.
- 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.
- 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.

BUSINESS PROCESS IMPROVEMENT AND COMPLIANCE SERVICE (42D)

Functions and Activities

- Develops processes and mechanisms that ensure NCA can assess, report, and improve compliance with VA and Federal internal controls reporting.
- Conducts regular evaluations of NCA's internal controls systems and provides reports, findings, and recommendations to NCA's CFO.
- Reports, internal audits, and internal abatement plans are conducted 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.
- Ensures that national cemeteries have a current and validated set of operational standards and measures that describe and quantify national shrine operations in the areas of interment, grounds maintenance, headstone/marker operations, facility and equipment maintenance.
- Manages the NCA Organizational Assessment and Improvement (OAI) Program for national cemeteries and Central Office components. This includes developing or updating all program materials, selecting and training site visit teams of NCA employees, scheduling site visits, and overseeing and documenting site visit results through timely reports.
- Plans, develops, and maintains procedures and systems for assessing the effectiveness of operational and business practices throughout NCA Central Office, Memorial Service Network (MSN) and VA national cemeteries.
- Evaluates processes and makes recommendations for effective organizational changes. Processes are linked to NCA strategic goals and objectives leading to improved mission performance.
- Analyzes management techniques, processes, and styles for opportunities 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 (42E)

Functions and Activities

- Ensures that NCA's regulations re developed and revised in accordance with the Administrative Procedure Act, reflect or interpret statutory authorities, and provide information sufficient to alert the public of the benefits offered by NCA and processes to obtain those benefits.
- Establishes and maintains NCA's formal policy/procedures publications program that supports all NCA offices/programs by identifying the need for and developing nationwide policy and procedural guidance.
- Coordinates the review and analysis of proposed and final legislation related to burial and memorialization, and responses to congressional oversight and inquiries related to NCA unique activities.
- Develops legislative proposals related to NCA provision of burial benefits.
- Serves as NCA liaison with the VA Office of General Counsel, provides subject matter expertise and coordinating research, review, and action/advice on all legal issues related to national cemetery operations and memorial and burial benefits for Veterans and dependents.
- Analyzes new or proposed amendatory legislation affecting NCA programs, providing technical assistance to VA/congressional members as required. Determines the administrative costs of implementing legislative changes.
- Advises NCA senior executives on all congressional and legislative issues. Coordinates and prepares SES staff for testimony on burial benefits and related matters before Congress and briefings to congressional members and staff.

Authorities

38 USC 2306
38 USC Chapter 24
38 CFR Parts 38-39
OMB Circular A-123

OFFICE OF THE DEPUTY UNDER SECRETARY FOR MANAGEMENT (43)

Functions and Activities

HUMAN CAPITAL MANAGEMENT

- Oversees HR operations and processing.
- Ensures NCA-specific training program encompasses key 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.

NCA EXECUTIVE CORRESPONDENCE

- Function serves as primary point of contact with VA's Office of the Executive Secretariat on matters concerning executive correspondence management.

NCA COMMUNICATIONS AND OUTREACH SUPPORT

- Conducts memorial benefit and national cemetery outreach programs and events.
- Oversees official statements, fact sheets, and publications.
- Maintains NCA Website content and social media sites.

HISTORY PROGRAM

- Undertakes and oversees historical research about the Administration, its properties back to the Civil War, cemetery features, cultural resources, policies, and burial benefits.
- Plans and manages historic preservation and conservation projects.

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, Memorial Service Networks, and headquarters elements.

- Assures SECVA's goals are met in regard to small and Veteran-owned businesses.

INFORMATION TECHNOLOGY BUSINESS REQUIREMENTS AND ADMINISTRATIVE SUPPORT (43D)

Functions and Activities

- Ensures development of systems necessary to support NCA-specific programs and missions.
- Ensures that NCA management and staff in all locations plans for and complies with Federal and VA requirements, policies, and procedures concerning records management.

HUMAN CAPITAL MANAGEMENT

HUMAN RESOURCES

Functions and Activities

- Delivers strategically aligned customer-focused human resources (HR) products and services to the NCA workforce.
- Administers and manages all delegated human resource authorities, including activities associated with NCA-unique employment requirements affecting recruitment and placement; position classification and management; employee and labor relations; and employee benefits administration.

PERFORMANCE MANAGEMENT

Functions and Activities

- Provides HR advisory services to NCA leadership and represents NCA on all VA and external HR boards, committees, and activities.
- Administers and manages the Goals Engagement Accountability Results (GEAR) program for NCA in support of open initiatives.

HUMAN CAPITAL

Functions and Activities

- Operates NCA's Human Resources Center (HRC) responsible for HR operations and processing.
- Centrally manages all personnel activities related to Cemetery Directors and Assistant Directors.
- Manages NCA's Apprentice Caretaker Program.
- Monitors, evaluates, and meets NCA obligations to report on HR performance metrics in order to identify trends, address process issues, and improve the HR process within NCA.

TRAINING

Functions and Activities

- Operates a NCA-specific training program that encompasses all activities performed by NCA staff in locations nationwide, including job functions ranging from manual and/or skilled physical labor to financial management to labor relations to performance and analysis functions.

- Manages NCA's leader development program, partnering with VALU and other organizations to ensure that NCA's current and future leaders are positioned for success.
- Oversees operation of the NCA National Training Center, and through the NCA Chief Learning Officer, provides NCA-specific training for Cemetery Directors, field personnel, and VACO personnel to establish uniform operating procedures and standards.

EMERGENCY PREPAREDNESS

Functions and Activities

- Establishes, monitors, and administers the NCA nationwide emergency preparedness program to ensure site-specific risks and hazards affecting national cemeteries and office locations are adequately planned.

MANAGEMENT AND COMMUNICATION SERVICE (43A)

HISTORY PROGRAM

Functions and Activities

- Undertakes and oversees historical research about the Administration, and its properties back to the Civil War, 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 locales and the public.
- Serves as the SME in verifying historic information in support of NCA-administrated benefits.
- Develops or reviews content of correspondence, technical studies, exhibits, interpretive signage, and outreach related to the history of NCA and its predecessors; initiates documentation projects about historic resources, including National Register of Historic Places nominations per Section 110 of the National Historic Preservation Act of 1966 (NHPA).
- Maintains the NCA History Collection encompassing textual records, ephemera, a library, architectural, and grave marking artifacts, maps/drawings, photographs and electronic media; assures collection contents are properly documented, secured and organized; and develops artifact loan agreements as part of mitigation and educational efforts.
- Plans and manages conservation projects requiring specialized preservation treatments serving as Contracting Officer's Technical Representative; supports other NCA offices meeting preservation requirements per Section 106, NHPA; provides NCA historic preservation accomplishments and activities to the VA Federal Preservation Officer for departmental reporting.
- Produces oral history interviews of senior leadership, long-time employees and other persons of interest whose personal recollections of NCA activities and decision making serves to complement and enhance the written Administration records.
- Designs and provides training to all levels of NCA about the origins of national cemeteries, monuments, grave marking, and individual Veterans, as well as how to identify and preserve historic resources in the cemeteries.
- Advises on Capital Asset Inventory (CAI), Facilities Condition Assessment (FCA), and BOSS content for historic resources including monuments, headstones and markers; tracks new donated monuments and oversees annual verification; advises on content of proposed new NCA monuments.

- Produces and reviews history content for the NCA Website; reviews and verifies content for notable burials.

EXECUTIVE CORRESPONDENCE

Functions and Activities

- Serves as NCA's primary POC with VA's Office of the Executive Secretariat on matters concerning executive correspondence management.
- Develops and implements policy and procedures for the Central Office and various facilities around the country (e.g., Memorial Service Networks, Memorial Processing Sites, and national cemeteries) concerning standards, timeliness, and processing of correspondence.

COMMUNICATIONS AND OUTREACH SUPPORT

Functions and Activities

- Oversees the writing of official statements, press releases, articles, biographies, fact sheets, and other materials for NCA.
- Plans major NCA special ceremonies and activities, such as dedications and groundbreaking ceremonies for the opening of new national cemeteries.
- Manages activities of the VA Advisory Committee on Cemeteries and Memorials, such as arranging meetings and presentations, and coordinating the Administration response to Committee recommendations.
- Submits NCA Weekly Cabinet Report to the White House.
- Develops outreach training programs, materials, and displays for presentation at national and regional Funeral Directors' conferences, VSO conferences, and various other stakeholder conferences and meetings.
- Maintains NCA Website content and social media sites, and monitors pertinent news outlets.

DESIGN AND CONSTRUCTION SERVICE (43B)

Functions and Activities

- Oversees and collaborates on cemetery design and construction for all phases and aspects of minor construction and expansion projects in NCA. Authorizes release of funds and increases or adjusts funds based on project deliverables. Negotiates on behalf of VA/NCA in generating proposals regarding land planning, construction of new cemeteries, and the expansion and improvement of established national cemeteries.
- Oversees strategic efforts for systematic expansion of national cemeteries and interment space for eligible Veterans and family members.
- Advises NCA senior executives on utilization of appropriate methods to resolve construction-related issues.
- Serves as a technical resource in developing criteria to the Veterans Cemetery Grants Program and in the establishment, development, and expansion of State and tribal Veterans cemeteries.
- Forecasts planning efforts in land acquisitions, fund allocation, construction estimates, project justifications, design and construction activities, and environmental compliance.

- Manages and monitors projects related to the construction program; issues delegation authorities for all minor construction projects.
- Conducts studies and develops operational plans in anticipation of future expansion and construction needs of NCA. Supports NCA strategic planning processes by analyzing plans in order 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.

CONTRACTING SERVICE (43C)

Functions and Activities

- Administers supply, acquisitions, services, construction, architectural, and engineering services and contracting activities in compliance with Federal and VA acquisition regulations to meet the unique needs of NCA's national cemeteries, Memorial Service Networks 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.
- Serves as Head Contracting Authority (HCA) for NCA ensuring compliance with FAR/VAAR, and VA policies for contracting, procurement, and acquisition.
- 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.
- Assures SECVA's goals are met in regard to small and Veteran-owned businesses.

INFORMATION TECHNOLOGY AND RECORDS MANAGEMENT (43D)

Functions and Activities

- Ensures development of systems necessary to support NCA-specific programs and missions, and advises NCA officials on system specifications, installation, and modifications to ensure appropriate information resources are available. Ongoing efforts include (1) the electronic Burial Operations Support System/Automated Monument Application System that supports real-time eligibility determinations, interment scheduling, and ordering of headstones and markers, and serves as the official permanent record of interment for all individuals receiving interment or memorialization benefits, (2) the Management and Decision Support System used to track detailed cemetery workload and administrative data, (3) placement of information kiosks in all VA national cemeteries, and (4) the Nationwide Gravesite Locator.
- Advises and provides technical advice and guidance to NCA senior management and other Federal and State agencies, such as DoD, Arlington National Cemetery, and various State Veterans' cemeteries, on new data management systems for future needs. Evaluates automated equipment resources and use at all NCA locations to plan appropriate procurement and maintenance activities to ensure timely and effective operation of NCA functions and provision of NCA-administered benefits.

- Ensures that NCA management and staff in all locations plans for and complies with Federal and VA requirements, policies, and procedures concerning records management and access to records under the Freedom of Information and Privacy Acts.

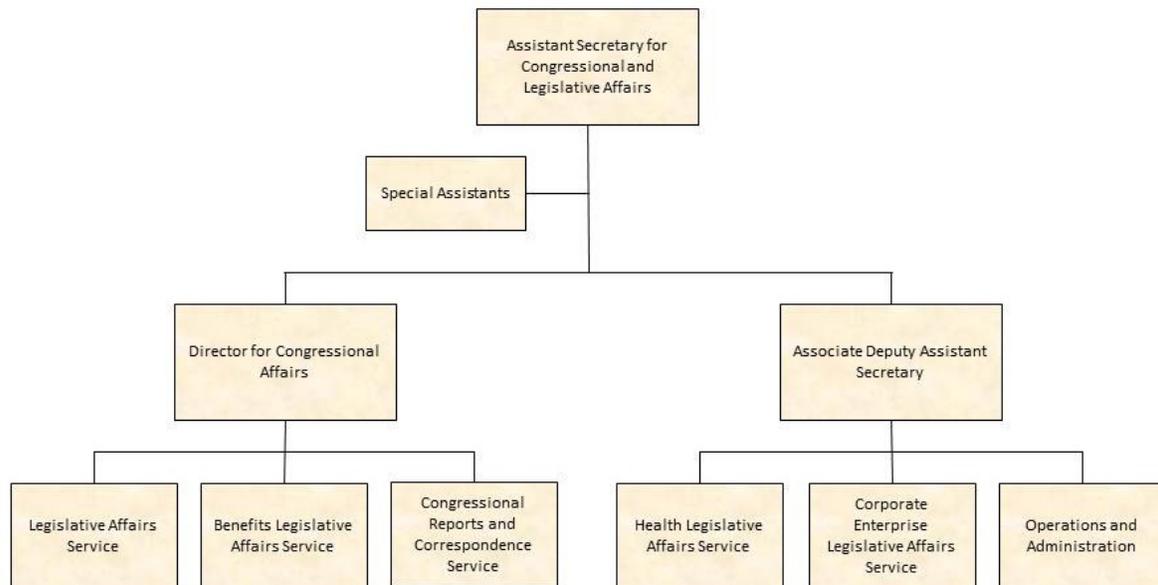
Authorities

38 USC 2306

38 USC Chapter 24

38 CFR Parts 38-39

OFFICE OF THE ASSISTANT SECRETARY FOR CONGRESSIONAL AND LEGISLATIVE AFFAIRS



Mission Statement

The Office of the Assistant Secretary for Congressional and Legislative Affairs' (OCLA) mission 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).

Functions and Activities

Coordinates the Department of Veterans Affairs' relations and activities with Congress.

- Maintains responsive communications with Congress through briefings, hearings, correspondence concurrence, reports, site visits, requests for information, and other requested services from members of Congress.
- Develops and executes the Department's legislative strategy.
- Manages the Department's participation in congressional hearings.
- Leads the preparation for hearings and briefings on oversight matters and legislation.
- Provides advice, prepares and accompanies VA personnel in meetings with members of Congress, congressional committees, or staff.

Develops legislative priorities and monitors and champions them before Congress.

- Coordinates the development of Veteran legislation to benefit Veterans and improve the operations and efficiency of the Department.
- Coordinates requests for the views and technical support of the Department on pending or proposed legislation.
- Manages the Department’s 38 USC congressionally mandated reports process.
- 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.
- Notifies Department of all GAO engagements.
- Prepares responses to GAO draft and final reports, and ensures responses are provided to GAO in a timely manner.
- Keeps VA leadership apprised of GAO recommended implementations.

Authorities

38 USC Part I, Chapter 3

OFFICE OF THE DIRECTOR FOR CONGRESSIONAL AFFAIRS

Overview

The Office of the Director for Congressional Affairs is responsible for the oversight of three of the six directorates, each focused on functional areas aligned with the Department’s Administrations and Staff Offices, initiatives or major portfolios: legislative, benefits, and congressional reports and correspondence. The directorates focus on policy and legislative issues correlated to their functional areas and work with the respective program offices to support the SECVA’s legislative agenda and priorities, and congressional oversight matters and requests for information, and other related actions. This office is also responsible for congressional liaison offices and staff functions located on Capitol Hill. There are three director-level reports: the Director of the Legislative Affairs Service, the Director of the Benefits Legislative Affairs Service, and the Director of Congressional Reports and Correspondence Service.

Functions and Activities

- Develops and executes the Office’s strategic plan.
- Establishes goals, objectives, and priorities for the Legislative Affairs Service, Benefits Legislative Affairs Service, and Congressional Reports and Correspondence Service directorates.

- Supervises the Directors of the Legislative Affairs Service, Benefits Legislative Affairs Service, and Congressional Reports and Correspondence Service directorates.
- Ensures effective and responsive communications with Congress.
 - Provides advice and support to VA personnel in support of all interactions and engagements with Congress.
 - Develops legislative priorities for the for the Legislative Affairs Service, Benefits Legislative Affairs Service, and Congressional Reports and Correspondence Service directorates.

Authorities

38 USC Part I, Chapter 3

DIRECTOR, LEGISLATIVE AFFAIRS SERVICE

Overview

The Office of the Director, Legislative Affairs Service, is responsible for the development of the Department's legislative program. The Director serves as liaison with the Administrations and Staff Offices in developing, prioritizing, and advancing VA's legislative proposals.

Functions and Activities

- Establishes goals, objectives, and priorities for the Legislative Affairs Service.
- Develops legislative priorities, monitors, and champions them before Congress.
- Coordinates the development of Veteran legislation to benefit Veterans and improve the operations and efficiency of the Department.
- Coordinates requests for the views and technical support of the Department on pending or proposed legislation.
- Manages VA participation in, and leads preparation for, legislative hearings.
- Provides advice for, prepares and accompanies VA personnel in meetings with members of Congress, congressional committees, or staff regarding legislative matters.
- Provides strategic and policy advice to the Assistant Secretary of Congressional and Legislative Affairs regarding legislative matters.

Authorities

38 USC Part I, Chapter 3

DIRECTOR, BENEFITS LEGISLATIVE AFFAIRS SERVICE

Overview

The Office of the Director, Benefits Legislative Affairs Service, is responsible for the management of the Department's Benefits congressional affairs and legislative agenda. The Director leads and manages the day-to-day operations of the professional staff of the Benefits Legislative Affairs Service and serves as liaison with the Veterans Benefits Administration (VBA) and the National Cemetery Administration (NCA).

Functions and Activities

- Establishes goals, objectives, and priorities for the Benefits Legislative Affairs Service.
- Develops Veterans benefit legislative priorities and monitors and champions them before Congress.
- Encourages and facilitates benefits team relationship building with congressional and intradepartmental staff.
- Obtains information from Congress to assist the Department in preparing for congressional engagements. Manages congressional expectations to reflect realistic VA capabilities.
- Contributes to the Department’s Title 38 congressionally mandated reports process.
- Provides advice for, prepares, and accompanies VA personnel in meetings with members of Congress, congressional committees, or staff.
- Responds to congressional inquiries and requests for information.
- Plans, supports and accompanies congressional members and committee staff on approved travel.
- Prepares senior VA officials to testify before Congress. Coordinates VA’s message to Congress, identifying key points and risk areas.
- Coordinates VA’s review of hearing transcripts and VA’s responses to hearing questions for the record.

Authorities

38 USC Part I, Chapter 3

DIRECTOR, CONGRESSIONAL REPORTS AND CORRESPONDENCE SERVICE

Overview

The Office of the Director, Congressional Reports and Correspondence Service, is responsible for managing the day-to-day operations of OCLA’s Congressional Reports and Correspondence Service staff. The Director is responsible for overseeing liaison support to members of Congress and congressional staff, as well as the completion of all executive correspondence and congressionally mandated reports actions.

Functions and Activities

- Processes executive correspondence/concurrence actions.
- Monitors and tracks congressional Questions for the Record.
- Manages the Department’s Title 38 congressionally mandated reports process.
- Manages the Congressional Liaison Service on Capitol Hill.
 - Provides congressional liaison support to members of Congress and staff.
 - Maintains liaison offices in Senate and the House office buildings.
 - Receives, processes, and resolves Member requests for assistance with constituent and policy inquiries.

- Receives and responds to Veteran case inquiries from congressional staffers in both Washington, DC, and district offices.
- Supports hearing preparation by providing accurate and timely information.
- Provides advanced notifications for SECVA, DEPSECVA, and COS travel.
- Provides administrative and operational support for Departmental activities on Capitol Hill.

Authorities

38 USC Part I, Chapter 3

OFFICE OF THE ASSOCIATE DEPUTY ASSISTANT SECRETARY FOR CONGRESSIONAL AND LEGISLATIVE AFFAIRS

Overview

The Office of the Associate Deputy Assistant Secretary for Congressional and Legislative Affairs is responsible for the oversight of three of six directorates, each focused on functional areas aligned with the Department's Administrations and Staff Offices, initiatives or major portfolios; health, corporate enterprise, and operations. The directorates focus on policy and legislative issues correlated to their functional areas and work with the respective program offices to support the SECVA's legislative agenda and priorities, and congressional oversight matters and requests for information. This office is also responsible for the business functions of the office to include operations and administration. There are three director-level reports: Director of Health Legislative Affairs Service, Director of Corporate Enterprise Legislative Affairs Service, and Director of Operations.

Functions and Activities

- Develops and executes the Office's strategic plan.
- Establishes goals, objectives, and priorities for the Health Legislative Affairs Service, Corporate Enterprise Legislative Affairs Service, and Operations and Administration directorates.
- Supervises the Directors of the Health Legislative Affairs Service, Corporate Enterprise Legislative Affairs Service, and Operations and Administration directorates.
- Ensures effective and responsive communications with Congress.
 - Provides advice and support to VA personnel in support of all interactions and engagements with Congress.
 - Develops legislative priorities for the for the Health Legislative Affairs Service and Corporate Enterprise Legislative Affairs Service directorates.

Authorities

38 USC Part I, Chapter 3

DIRECTOR, HEALTH LEGISLATIVE AFFAIRS SERVICE

Overview

The Office of the Director, Health Legislative Affairs Service, is responsible for the management of the Department's Health congressional affairs and legislative agenda. The Director leads and manages the day-to-day operations of the

professional staff of the Health Legislative Affairs Service and serves as liaison with the Veterans Health Administration (VHA).

Functions and Activities

- Establishes goals, objectives, and priorities for the Health Legislative Affairs Service.
- Develops health legislative priorities and monitors and champions them before Congress.
- Plans and executes proactive briefings to Veteran-focused congressional committees, as well as the entire House and Senate.
- 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.
- Contributes to the Department's Title 38 congressionally mandated reports process.
- Provides advice for, prepares, and accompanies VA personnel in meetings with members of Congress, congressional committees, or staff.
- Responds to congressional committees or staff.
- Responds to congressional inquiries and requests for information.
- Plans, supports, and accompanies members of Congress and committee staff on approved travel.
- Prepares senior VA officials to testify before Congress, and coordinates VA's message to Congress, identifying key points and risk areas
- Coordinates VA's review of hearing transcripts and VA's responses to hearing questions for the record.

Authorities

38 USC Part I, Chapter 3

DIRECTOR, CORPORATE ENTERPRISE LEGISLATIVE AFFAIRS SERVICE

Overview

The Office of the Director, Corporate Enterprise Legislative Affairs Service, is responsible for the management of the Department's cross cutting Staff Office programs congressional affairs and legislative agenda. The Director leads and manages the day-to-day operations of the professional staff of the Corporate Enterprise Legislative Affairs Service and serves as liaison to VA Staff Offices and as the Department's liaison to GAO.

Functions and Activities

- Establishes goals, objectives, and priorities for the Corporate Enterprise Legislative Affairs Service.
- Develops corporate enterprise legislative priorities and monitors and champions them before Congress.
- Encourages and facilitates team relationship building with congressional and intradepartmental staff.
- Obtains information from Congress to assist the Department in preparing for congressional engagements.

- Contributes to the Department’s Title 38 congressionally mandated reports process.
- Provides advice for, prepares, and accompanies VA personnel in meetings with members of Congress, congressional committees, or staff.
- Responds to congressional inquiries and requests for information.
- Plans, supports, and accompanies members of Congress and committee staff on approved travel.
- Prepares senior VA officials to testify before Congress.
- Coordinates VA’s message to Congress, identifying key points and risk areas.
- Coordinates VA’s review of hearing transcripts and VA’s responses to hearing questions for the record.
- Provides liaison services between senior Department officials on VA programs, policies, and legislation affecting the Department.
- Services as the Department’s liaison with GAO, monitoring GAO activities affecting VA and Veterans.
 - Notifies Department of all GAO engagements.
 - Prepares responses to GAO draft and final reports, and ensures that responses to GAO are provided in a timely manner.
 - Keeps VA leadership apprised of GAO recommendation implementations.

Authorities

38 USC Part I, Chapter 3

DIRECTOR, OPERATIONS AND ADMINISTRATION

Overview

The Office of the Director, Operations and Administration, is responsible for managing the day-to-day operations of OCLA’s operations and administrative staff. The Director is responsible for overseeing the completion of assignments and ensuring execution of OCLA’s office budget.

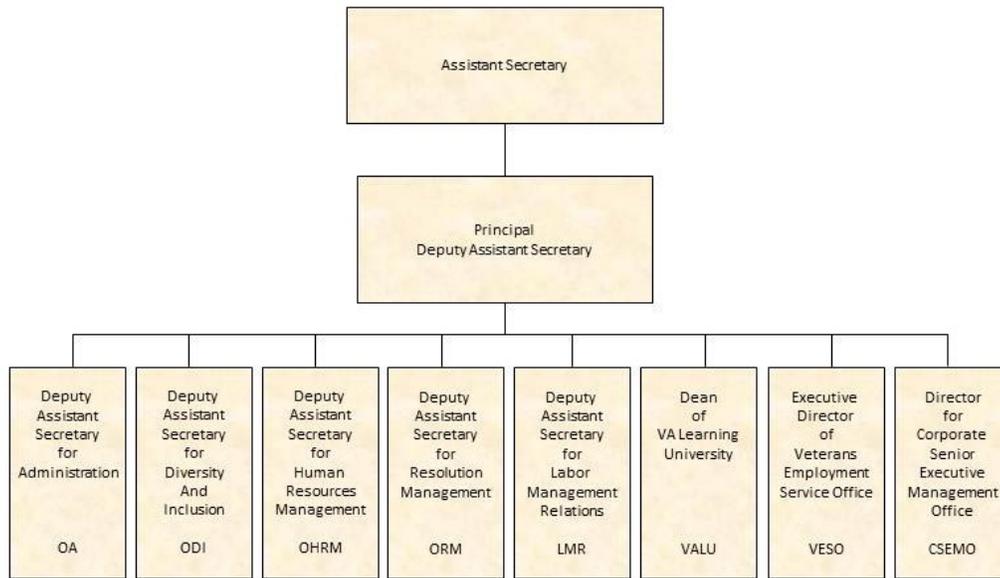
Functions and Activities

- Provides the Assistant Secretary with objective, independent assessments and recommendations regarding policy, initiatives, and program issues requiring the Assistant Secretary’s decision and action.
- Provides front office management and operational continuity throughout the organization.
- Provides assessment, recommendations, and assistance to the Assistant Secretary, Director for Congressional Affairs, and Associate Deputy Assistant Secretary in all phases of Veterans legislation and daily activities.
- Performs and oversees special studies and projects for the Assistant Secretary.
- Oversees completion of assignments from OSVA and other internal VA offices.
- Provides readiness support for the office.

- Oversees day-to-day activities of administrative staff assigned to OCLA.
- Develops and manages the office budget.
- Manages the Office's Congressional Knowledge Management System.

Authority

38 USC Part I Chapter 3



OFFICE OF HUMAN RESOURCES AND ADMINISTRATION

Mission Statement

The mission of the Office of Human Resources and Administration (HR&A) is to lead the development and implementation of human capital management strategies, policies, and practices to cultivate an engaged, proficient, and diverse workforce to transform and continually improve services to Veterans and their eligible beneficiaries.

Functions and Activities

Provides exceptional HR strategic consultation, guidance, and services.

- Participates and collaborates with the U.S. Office of Personnel Management (OPM) Chief Human Capital Officers Council to employ demonstrated practices in Human Capital Management.
- Develops, disseminates, and maintains Department-wide HR policy and guidance.
- Leads Department-wide human capital planning, accountability, and merit system compliance.
- Implements hiring reform.
- Implements and manages USStaffing.
- Implements and manages e-Classification.
- Provide HR services for VACO organizations.
- Supports the Continuous Readiness in Information Security Program (CRISP) operating module and Identity Credentialing and Access Management (ICAM) program within HR systems to protect VA sensitive information.
- Administers the Employee Wellness Program.
- Implements and manages the Telework Program.

- Manages the Child Care Subsidy Program.
- Provides support and facility services to the VACO campus offices.

Supports VA's mission and business objectives through high-quality, cost-effective continuous learning and development that enhances leadership, occupational proficiencies and personal growth.

- Develops strategic leaders.
- Enhances occupational skills that contribute to organizational performance.
- Manages VA Nonclinical Training Evaluation and Accreditation.
- Operates and sustains state-of-art learning delivery systems, tools, and applications.
- Tracks performance.
- Develops and manages educational outreach (communications) to the VA.

Provides timely and accurate labor relations support in order to further the mission to care for Veterans and eligible beneficiaries.

- Establishes a positive and effective labor-management relations (LMR) program.
- Plans and formulates policies and procedures for VA's LMR program.
- Provides LMR education and training at all levels.
- Appraises effectiveness of the VA LMR program and makes policy changes as required.
- Liaises with national headquarters of labor organizations and represents VA in national-level negotiations and consultations.
- Represents VA before the Federal Labor Relations Authority and the Federal Service Impasses Panel (FSIP) on LMR matters.

Fosters a diverse workforce and an inclusive work environment that ensures equal opportunity through national policy development, workforce analysis, outreach, retention, and education.

- Supports Department-wide diversity, inclusion training, and communication.
- Supports Department-wide outreach and retention.
- Supports Department-wide workforce analysis.
- Promotes a discrimination-free work environment focused on serving Veterans by preventing, resolving, and processing workplace disputes in a timely manner.
- Ensures managers and employees understand the characteristics of a discrimination-free work environment in order to prevent allegations of discrimination.

- Provides consultative services and resources for resolution of workplace disputes and equal employment opportunity (EEO) complaints.
- Manages and implements an efficient and effective EEO complaint process from EEO counseling through the completion of EEO investigation.

Provides innovative and forward-looking fiscal investment planning, programming, and budget execution oversight for the entire HR&A organization.

- Develops annual HR&A fiscal year operations plans.
- Provides program and project management oversight, financial tracking and budgetary oversight, and contracting and acquisitions support of HR&A/Human Capital Investment Plan (HCIP).
- Reports progress of investment execution to VA leadership.
- Leads investment program transition to sustainment.
- Leads VA's effort to recruit, retain, reintegrate, Veterans into VA through the Veterans Employment Service Office and the *VA for Vets* program.

OFFICE OF THE DEPUTY ASSISTANT SECRETARY FOR ADMINISTRATION (03)

Overview

The Office of Administration (OA) provides support services to VACO organizations and employees. Local services include audiovisual, transportation, personal property, space management, mail, operation of the VACO building, as well as administrative support to all VACO employees in satellite locations. Nationwide, OA oversees the Department's Occupational Safety and Health and Worker's Compensation programs, provides guidance and assistance to facilities with their audiovisual needs, oversees the transit benefit program, processes executive correspondence (White House bulk mail), and manages protocol matters affecting the VA.

OFFICE OF OCCUPATIONAL SAFETY AND HEALTH (00S1)

Functions and Activities

- Manages VA's OSH and Workers Compensation (WC) programs nationwide. Provides oversight of the VA's OSH programs, development of education and administrative programs that enhance workplace safety and health, WC case management, and liaises between VA and other organizations for OSH and WC matters.
- Oversees VA's OSH and WC programs in support of VA's Designated Agency Safety and Health Office (DASHO).
- Provides education and administrative programs to enhance workplace safety and health and appropriate WC case management.
- Represents the DASHO as Chair of VA's Safety Steering and the Workers' Compensation Steering committees, which facilitates communication and dialogue.
- Encourages the creation and establishment of new Department-wide programs, such as the Pharmacy Benefits Program, to benefit VA employees and reduce costs to VA.

- Oversees resolutions of safety and WC issues.

TRANSIT BENEFIT PROGRAM (034)

Functions and Activities

- Directs VA Transit Benefit Program policy nationwide.
- Coordinates application submission and fare media distribution nationwide. Directly oversees fare media distribution in the National Capitol Region (NCR).
- Conducts periodic nationwide audits. Provides advice and recommendations to field transit managers and administrators on cases of fraud and abuse.
- Serves as Contracting Officer's Technical Representative for the contract with the Department of Transportation (DOT) for nationwide fare media distribution.
- Implements fare increases and program operational changes in the NCR through the Washington Metropolitan Area Transit Authority, DOT and VACO Organizational Transit managers.

OFFICE OF PROTOCOL (031)

Functions and Activities

- Provides direct support to the Office of the Secretary of Veterans Affairs in coordination of events and special meetings.
- Provides support and protocol services to executive leadership at VACO-supported events.
- Maintains an official gift program for the Secretary of Veteran Affairs and Deputy Secretary of Veteran Affairs to present to foreign and domestic dignitaries.
- Provides advice and guidance to the VACO and field facilities on protocol matters.

SPACE AND RENOVATION SERVICE (03R)

Functions and Activities

- Responsible for all electrical work, painting, construction, and related alterations work in VACO space.
- Responsible for all of the Steelcase workstations, conventional furniture, and seating in the VACO building. Services include cleaning, repairs, replacement, reconfigurations, modifications, and new purchases.
- Provides appropriate signs.
- Manages the space needs of VACO organizations within the NCR including redesign, consolidations, and space reallocations. Administers leases through the General Services Administration (GSA) and works with GSA on lease renewals and terminations.

FACILITIES SERVICE (033)

Functions and Activities

- Oversees the GSA contract for buildings management in VACO, including interior and exterior building maintenance and janitorial services (mold remediation, elevator repairs and maintenance), recycling program, conference room scheduling, lock and key control, exterior signage, and VACO safety monitoring.
- Administers Emergency Preparedness Program for VACO and provides emergency support to VACO campus facilities, which includes continuity of operations planning (COOP), emergency liaison for VACO, and VACO operations status telephone number with 24-hour availability to employees.
- Serves on the Board of Directors for U.S. Kids Child Development Center (the primary daycare center for VACO parents) in association with the Department of Justice, Office of the White House, Department of Treasury, and the Export-Import Bank.
- Operates the Client Service Center (VACO).
- Provides records management support, oversight and guidance, including set-up, close-out, and disposition (packaging, shredding, archiving) of official records and files.

SUPPORT SERVICE (032)

Functions and Activities

- Manages the subsidized parking program, coordinates parking spaces in local garages, serves as COTR and conducts quarterly audits between transit benefit program and the VACO subsidized parking program.
- Oversees the Interagency Agreement with Federal Occupational Health, which includes six health units, the VACO fitness center, and the Employee Assistance Program Counseling.
- Property Management Division oversees VACO's asset management program (equipment inventory listing of nonexpendable non-IT property); assigns survey officers/board for lost, stolen, or damaged property; manages accountability and control of VACO non-IT assets from acquisition through disposal; issues property passes; provides transportation support; processes White House/executive correspondence; and manages mail operations, warehouse operations (receiving) and labor support.
- Media Services Division provides audiovisual, photography, graphics/exhibit design and video support for VACO organizations.

Authorities

PL 103-3

5 USC 8101, et seq.

VA Directive 5810

PL 91-956

EO 12196, § 2-201 (c)

Title 29 CFR 1960.6 (a)

VA Directive 7700 3 a (2).

Presidential POWER Initiative: Protecting Our Workers and Ensuring Reemployment (FR Doc. 2010-18176)

VA Directive/Handbook 0633

EO 13150

PL 103-172

5 USC 7905

Title 18 USC 1001

26 USC 132(f)(2)
Federal Acquisition Regulation (FAR)
VA Directive/Handbook 7002, 7002-1
VA Directive/Handbook 7240, 7241
VA Directive 6103
VA Directive/Handbook 6301
VA Directive 6340
VA Directive 6609
FMR Subchapter B
FMR Subchapter G
FAR Part 13
VA Acquisitions Regulation
Federal Code Regulation
OMB Circular A-11
5 CFR
VA Handbook 5011
Government Performance and Results Act of 1993 (GPRA)
VA Directive 7700, 7710
NSPD -51 National Continuity Policy
HSPD 20 National Continuity Policy
41 CFR PART 102-74
NARA Directive 1571
FMR Subchapter C
FMR Subchapter G
FMR Subchapter C, Real Property
FMR Subchapter B, 102-42

OFFICE OF THE DEPUTY ASSISTANT SECRETARY FOR DIVERSITY AND INCLUSION (06)

Overview

The Office of Diversity and Inclusion (ODI) fosters a diverse workforce and an inclusive work environment that ensures equal opportunity through national policy development, workforce analysis, outreach, retention, and education to best serve our Nation's Veterans. ODI advises and supports the Assistant Secretary for HR&A in workforce diversity and workplace inclusion issues. The office also supports the Secretary, Deputy Secretary, Under Secretaries and Assistant Secretaries in their actions to achieve and sustain a diverse workforce and inclusive workplace.

Functions and Activities

Develops training and communications programs pertaining to EEO, diversity, and inclusion.

- Produces standard and customized diversity and inclusion training, and assesses impact of learning on organizational performance.
- Delivers strategic diversity and inclusion communications.
- Manages and provides administrative support for the VA Diversity Council to address cross-cutting initiatives, and produces and disseminates communications products.
- Provides consultative services and integrates organizational development initiatives.

- Issues annual updates to policy statements and directives, and VA's strategic plan.

Develops and monitors outreach and retention initiatives and programs.

- Creates and disseminates affirmative employment policies and provides consultant services for managers of VA Special Emphasis Program (e.g., Hispanic Employment Program, Hispanic Employment Recruitment Outreach, Black Employment Program, and Disability Employment Program).
- Develops consolidated VA-wide reports for Federal Equal Opportunity Recruitment Programs (FEORP) and reports on reasonable accommodations and people with targeted disabilities for the White House and OPM.
- Performs barrier analyses (a process of reviewing VA's policies and procedures to identify and eliminate impediments in selection, promotion, recruitment, and retention of protected class individuals) in conjunction with the Workforce Analysis Team, and develops barrier statements and action plans for the VA MD 715 Equal Employment Opportunity Plan/Report.
- Promotes the Diversity Intern Program and coordinates the Workforce Recruitment Program for college students with disabilities, and provides funding for both programs.
- Announces and promotes special emphasis program events and initiatives while supporting affinity groups at national conferences.
- Tracks reasonable accommodation requests and provides the funding.
- Develops consolidated VA-wide outreach plans and reports for the White House, OPM, and the EEOC.

Analyzes trends in workforce characteristics and demographics, and workforce transactions (e.g., hiring, retirement, separations).

- Performs statistical analyses of workforce data to identify triggers leading to barrier analysis, and establishes strategies and guidance for assessing and minimizing or eliminating the identified barriers to equal opportunity in VA workforce.
- Provides technical assistance and training, and creates analytical applications for managers and supervisors to evaluate diversity initiatives.
- Develops additional diversity and inclusion metrics, and prepares ad hoc analysis and reports for Staff Offices.
- Facilitates the collection, analysis, and publication of information for the Department's annual MD 715 report.

Authorities

5 USC 7201

5 CFR Part 720, Subpart B

EO 13171

EEOC Management Directive 715

EO 13515

5 CFR Part 720, Subpart C

EO 13270

EO 13532

VA Directive 5975, 5975.1

EO 13583

OFFICE OF THE DEPUTY ASSISTANT SECRETARY FOR HUMAN RESOURCES MANAGEMENT(05)

Overview

The Office of Human Resources Management (OHRM) provides exceptional human resources, strategic consultation and guidance to customers enabling VA to attract, recruit, develop and retain high-performing employees resulting in quality services to Veterans and their families.

Functions and Activities

Develops, disseminates, and maintains Department-wide HR policy and guidance.

- Develops directives, handbooks, human resources management letters and other guidance on all HR functional areas, including employee relations, performance management, compensation, classification, hours of duty and leave, benefits, accountability systems, etc., based on new public laws and regulations.
- Negotiates new or revised HR policies with labor unions as appropriate.
- Consults with other organizations to determine HR policy needs.
- Conducts training on major new policy initiatives as necessary.
- Provides timely guidance to field HR community on monthly HR conference calls and through e-mails, flyers, notices, etc.
- Maintains current policies and guidance on the OHRM Website.

Provides leadership for VA Human Capital Management and Merit System compliance.

- Assesses the effectiveness of Department-wide HR programs and policies.
- Conducts onsite evaluations of field HR programs and reports findings to Administrations.
- Identifies examples of excellence in HR programs, procedures, and policies that can be shared within VA.
- Identifies VA-wide workforce planning needs.
- Build workforce planning capabilities that may be leverages throughout VA to inform decision making.
- Leads the Department-wide HRStat reporting process as an Office of Personnel Management pilot site.

Implements and manages programs that support work-life balance and employee engagement.

- Increases telework in the Department.
- Disseminates employee engagement survey data and provides support for engagement efforts at all levels of the department.
- Develops and provides health and wellness educational materials to all VA employees.

- Conducts workplace analyses to understand and remove barriers to employee engagement and work life balance.

Manages Child Care Subsidy Program.

- Automates records processing.
- Expands coverage to regulated child care providers.
- Simplifies enrollment process.
- Increases customer satisfaction.

Implements hiring reform.

- Improves the recruitment and hiring process.
- Strengthens recruitment outreach.
- Involves managers and supervisors in the hiring process.
- Implements a Web-based recruitment and hiring solution.
- Issues user licenses.
- Implements category rating.
- Trains USAStaffing users, managers and supervisors.

Manages the design, development, and implementation of the HR-Smart system.

- Automated human resources information system that will replace Personnel and Accounting Integrated Data (PAID) and will improve business processes for VA current and future needs.
- Increases speed, automation, accuracy, security, and efficiency of Human Resources.
- Enables Human Resources and Payroll staff to provide more effective and efficient customer service to VA.

Provides HR services for VACO.

- Provides classification, recruitment, employee and labor management, and performance management services.
- Provides strategic consulting services for managers.
- Provides HR transactional processing, including maintenance of personnel files.
- Provides VA-wide support for HR information management systems.

Authorities

Chief Human Capital Officers Act of 2002
PL 107-296

5 USC §§1401 and 1402

5 USC § 512

OFFICE OF THE DEPUTY ASSISTANT SECRETARY FOR RESOLUTION MANAGEMENT (08)

Overview

The Office of Resolution Management (ORM) promotes a discrimination-free work environment focused on serving Veterans by preventing, resolving, and processing workplace disputes in a timely and high-quality manner. The ORM is responsible for the timely processing of complaints of employment discrimination filed by VA employees, former employees, and applicants for employment. ORM accomplishes its responsibilities through a network of Equal Employment Opportunity (EEO) professionals, which include full-time EEO counselors and investigators. ORM is also responsible for managing the Department's alternative dispute resolution (ADR) program.

Functions and Activities

Prevention of workplace disputes and EEO complaints.

- Offers programs that ensure employees and managers understand the characteristics of a healthy work environment and have the tools to prevent and effectively manage workplace disputes and allegations of discrimination.

Early resolution of workplace disputes and EEO complaints.

- Provides consultative services and resources, such as neutral third-party facilitators, mediators, and coaches, to assist the workforce in resolving workplace disputes and EEO complaints. ORM has been designated as the lead organization for workplace ADR within VA.
- Offers Resolution Support Center to inform and discuss options for resolving workplace disputes and to advise managers on issues that often lead to EEO complaints.

Efficient and effective processing of EEO complaints.

- ORM provides EEO discrimination complaint processing services to VA employees, applicants for employment and former employees. These services include counseling, investigation, and procedural final agency decisions. ADR is encouraged through all phases of the complaint process.
- Develops programs to improve the overall management of EEO discrimination complaint processing services within VA.
- Designs and delivers training for employees, managers, and supervisors on the EEO complaint process, conflict management, and ADR.
- Ensures VA compliance with final decisions on EEO complaints and settlement agreements, and fully investigates claims for compensatory damages. It is also responsible for the preparation of Federally and congressionally mandated reports, such as the No FEAR Act and the Senior Managers Report.
- Coordinates the receipt and referral of allegations of discrimination raised by Veterans with respect to Federally conducted or Federally assisted programs and activities under Title VI and Title IX of the Civil Rights Act, the Age Discrimination Act of 1975 and the Rehabilitation Act of 1973.

Authorities

PL 105-114

PL 107-174

29 CFR 1614

EEOC Management Directive 110

Administrative Dispute Resolution Act

VA Directive 5977

VA Directive 5978

38 CFR 15.170

OFFICE OF THE DEPUTY ASSISTANT SECRETARY FOR LABOR-MANAGEMENT RELATIONS (LMR)

Overview

The Office of Labor-Management Relations (LMR) supports the Department's mission of providing world-class service to Veterans and their families by promoting successful labor-management relationships that allow the Department to effectively manage its workforce while meeting its labor relations obligations.

Functions and Activities

Executes a positive and effective LMR program at all levels of the Department.

- Assigns LMR specialists to geographic locations for complete Department coverage to promote cooperation among employees, unions, and managers.
- Advises customers on resolving and preventing grievances, unfair labor practices, and other labor litigation.
- Co-chairs the VA National Partnership Council, which advises the SECVA on initiatives that impact employees, and serves as an exemplary partnership council to promote cooperative LMR across the Department.
- Recognizes local labor-management partnership successes in areas such as cost saving, increased productivity, better working conditions for VA employees, and improved health care services to Veterans.
- Promptly and accurately responds to labor-relations questions from Central Office, facility management, and HR offices, including questions on the interpretation of national collective bargaining agreements, labor statute, and related case law.

Promulgates and interprets Department policies and procedures for the VA LMR program.

- Evaluates VA Directives, handbooks, program guides, information letters, or other policy issuance to determine whether a bargaining obligation or notification is triggered.
- Advises policy SMEs of obligations resulting from new policy initiatives and acts as a liaison during the notification and negotiation process with national union representatives.
- Provides policy notifications for information-only or bargaining to national union representatives.
- Maintains VA Handbook 5023.

Provides LMR education and training at all levels.

- Increases the amount of information and guidance available on the LMR Website.
- Increases the quantity and quality of training modules available to all VA employees on the Talent Management System Website.
- Develops labor-management master agreement training for VHA, VBA, and NCA facilities.
- Develops EO 13522 training in partnership with the Federal Labor Relations Authority.
- Develops 38 USC 7422 training to ensure knowledge, understanding, and consistent use of the statute.

Appraises the effectiveness of the VA LMR program throughout the Department.

- Makes site visits to gather data and evaluate partnership breakdowns at facilities.
- Ensures compliance within VA of EO 13522 through the establishment of labor-management forums.
- Collaborates with National Center for Organization Development (NCOD) to collect data on the implementation of EO 13522 regarding labor-management forums and their related metrics.
- Establishes a tracking system for facilities to input data related to 7422 determination requests.

Acts as the liaison with the National Headquarters of Labor Organizations and represents VA in national-level negotiations and consultations, as appropriate, under consolidated unit recognitions or national consultation rights.

- Leads negotiation teams on national collective bargaining agreements that cover approximately 245,000 bargaining unit employees.
- Leads negotiation teams on national mid-term bargaining in response to changes in working conditions for bargaining unit employees.
- Coordinates logistics for term and mid-term bargaining sessions.
- Provides national notification to labor unions on changes to working conditions.
- Responds to national grievances filed by labor unions.

Represents VA before the Federal Labor Relations Authority and the Federal Service Impasses Panel (FSIP) on LMR matters.

- Assists VA OGC in responding to Unfair Labor Practices filed by national labor unions.
- Represents VA in mediation and before the FSIP in national contract negotiations.

Authorities

VA Directive 5023

EO 13522

38 USC 7422

OFFICE OF THE DEAN VA LEARNING UNIVERSITY (006V)

Overview

The Office of the Dean of the VA Learning University provides enterprise-wide, competency-based workforce development for VA employees and leaders.

Functions and Activities

Develops strategic leaders for a 21st Century VA.

- Develops leadership training through innovative and adaptive technologies.
- Assesses and plans solutions to VA leadership and supervisory training gaps.
- Designs and implements a fair and equitable leadership development selection process.
- Focuses leadership training to accentuate core values (e.g., ICARE).
- Designs and delivers certified, competency-based leadership development program for all levels of employees.
- Develops leaders that have the skills and networks to drive change by managing and supporting their training and development (SES Career Development Program, Leadership VA [LVA], Aspiring Leaders, Change Academy, Mentoring, and Presidential Management Fellows Program).
- Expands employee networks to a structured, online community of practice.

Enhances the skills of employees to contribute to organizational performance.

- Develops and delivers cross-cutting core competency training.
- Develops and oversees enterprise education and training standards for technical competencies.
- Builds and maintains an effective career-mapping program.
- Researches, develops and delivers innovative training to retain and support GenX and Millennial employees.
- Develops and delivers updates to Labor Management Training.
- Develops and deploys executive and administrative assistant training.

Manages VA non-clinical training evaluation and accreditation.

- Develops audit and evaluation processes.
- Establishes evaluation standards and standard criteria for continuously evaluating training results.
- Continuously improves evaluation methodologies and processes.
- Rolls out VALU Accreditation Program. Establishes an effective accreditation process and develops accreditation standards for VA training.
- Participates in development and production of quantitative data to support HR&A initiatives.

Operates and sustains state-of-art learning delivery systems, tools, and applications.

- Researches and pilots social learning for occupational training to support diverse populations.
- Researches and plans for tools and technology necessary to support right-time, right-place training.
- Develops sustainable iContent policy and procedure.
- Supports innovative learning through the Talent Management System (TMS).
- Establishes TMS as the single system of record for learning, education, and training.
- Supports VALU Performance Measurement Collection and Reporting from TMS.

Tracks performance and manages the development and training evaluation/assessment process for HCIP.

- Measures the return on investment for HCIP.
- Establishes VALU policies and procedures based on standards.
- Develops and refreshes VALU strategy, and develops and assesses VALU metrics.
- Leverages fiscal resources to deliver VALU's mission.
- Manages VALU portfolio of programs, establishes and maintains SOPs, and administers requirements and governance processes.

Develops and manages outreach (communications).

- Manages, integrates, and implements a VALU communications strategy across VA.
- Develops marketing campaigns to build awareness, inform, and educate VA's workforce on training and development opportunities.

Authorities

Title 5 USC Chapter 14, 41

VA Directive 5015

VA Handbook 5015-1

OFFICE OF THE DIRECTOR FOR THE VETERAN EMPLOYMENT SERVICES OFFICE(006VE)

Overview

The Veteran Employment Services Office (VESO) leads VA's Veteran recruitment, retention, and reintegration efforts. VESO's *VA for Vets* program is the high-tech platform used to help us meet our mission. VA's goal is to have Veterans comprise 40 percent of the workforce by 2015. VESO supports Veteran recruitment, retention, and reintegration through the development and implementation of innovative and comprehensive programs, services, and procedures.

Functions and Activities

- Manages the *VA for Vets* program, a high-tech, high-touch approach to facilitate the recruitment, retention, and reintegration of Veterans at VA.
- Develops and manages communications to build awareness and advise customers and stakeholders of VESO and *VA for Vets* programs and services.
- Provides consultative services for VA and other Federal agencies on Veteran employment policy, the appropriate application of Veterans preference, and the use of special hiring authorities to increase the number of Veterans in the civilian workforce.
- Provides consultative services on training, deployment, and reintegration through the VA for Vets initiative.
- Oversees Uniformed Services Employment and Reemployment Rights Act (USERRA) compliance and case management for the Department.
- Manages a cadre of Regional Veteran Employment Coordinators (RVECS) across VA to recruit qualified Veteran talent to fill positions at VA.
- Assists Veterans in preparing resumes and completing employment application packages and
- Develops strategies to retain the VA Veteran population.
- Manages VA's Disabled Veterans Affirmative Action Program (DVAAP) coordinating the Department-wide strategy to recruit and hire Disabled Veterans.
- Develops reports on VA Veteran workforce trends and provides VA Veteran workforce data to internal VA stakeholders.
- Participates in Hiring our Heroes and various outreach events to recruit Veterans.

Authorities

VOW Act 2011

EO 13518, November 2009 (Veteran Employment)

5 CFR part 720, subpart C, and

38 USC § 4214 (Disabled Veteran Affirmative Action Program)

38 USC, Chapter 43 (USERRA)

Veterans Recruitment and Employment Strategic Plan for FY 2014-2017

Office of Personnel Management's Veteran Guide

OFFICE OF THE EXECUTIVE DIRECTOR FOR THE CORPORATE SENIOR EXECUTIVE MANAGEMENT OFFICE (006D)

Overview

The Corporate Senior Executive Management Office (CSEMO) supports the entire life-cycle management of the Department's Senior Executives and provides full employment services for VA's senior leaders (political appointees, members of the Senior Executive Service [career, non-career, limited term, and limited emergency], senior level employees, and Schedule C employees), as well employment services for Title 38 SES-equivalent appointees, members of the Board of Veterans Appeals, and consultants and experts.

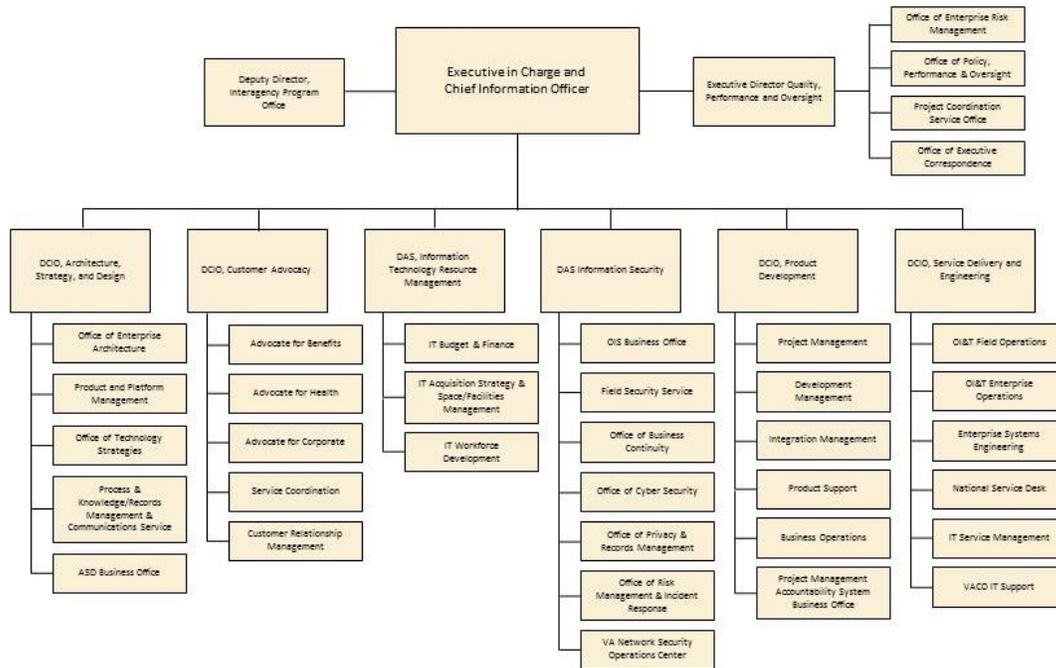
Functions and Activities

- Provides advice and counsel to the VA senior leadership on all matters regarding the Department's senior executive workforce and its management.
- Develops and establishes VA policies and processes needed to support full life-cycle management of the senior executive workforce.
- Provides personnel services for senior executives.
- Provides advisory services to supervisors and managers regarding conduct, performance, and related matters, as they pertain to senior executives.
- Plans for the transition to a new Presidential Administration, including preparation of the "Plum Book."
- Manages a proactive recruitment program and effectively manages SES and senior level allocations to ensure resources are aligned with VA's priorities.
- Implements and maintains a senior executive pay-for-performance appraisal system that meets OPM certification requirements.
- Administers an effective senior executive recognition and awards program.
- Administers an effective senior executive compensation program.
- Administers a senior executive talent-management program for the Department.
- Supports Government-wide initiatives and collaborates with others across Government to develop and deliver new senior executive programs.
- Manages corporate-level senior executive development programs, in coordination with the Administrations and Staff Offices.

Authorities

5 USC
5 CFR
38 USC

OFFICE OF INFORMATION AND TECHNOLOGY



Mission Statement

The mission of the Office of Information and Technology (OI&T) is to provide and protect information necessary to enable excellence through client and customer service.

OFFICE OF THE EXECUTIVE IN CHARGE AND CHIEF INFORMATION OFFICER (005)

Overview

the Office of Information and Technology delivers available, adaptable, secure, and cost-effective technology services to VA—transforming the Department into an innovative, 21st century organization—and acts as a steward for all VA’s IT assets and resources. OI&T delivers the necessary technology and expertise that supports Veterans and their families through effective communication and management of people, technology, business requirements, and financial processes. OI&T is led by the Executive in Charge and Chief Information Officer, and is composed of eight organizational elements: DoD/VA Interagency Program Office (IPO); the Office of Quality, Performance, and Oversight (QPO); Architecture, Strategy, and Design (ASD); the Office of Customer Advocacy; IT Resource Management (ITRM); the Office of Information Security (OIS); Product Development (PD); and the Office of Service Delivery and Engineering (SDE).

DOD/VA INTERAGENCY PROGRAM OFFICE (005J)

Overview

The DoD/VA Interagency Program Office was established by the National Defense Authorization Act in FY 2008 (NDAA FY08) and re-chartered with the NDAA FY2014, creating a new charter signed in Dec 2013. The DoD/VAIPO

acts as the single point of accountability in the development and implementation of electronic health records (EHR) systems or capabilities that allow for full interoperability of health care information between the Departments. To further this purpose, the DoD/VA IPO leads the Departments' efforts to implement national health data standards for interoperability and is responsible for establishing, monitoring, and approving the clinical and technical standards profile and processes to ensure seamless integration of health data among the two Departments and private health care providers.

Functions and Activities

DoD/VA IPO leads a combined VA and DoD effort to identify, adopt, and where necessary assist in the development of national and international health data standards that allow for full information interoperability between the Departments. Specific tasks described in the charter include:

- Actively engage with national and international health standards setting organizations, to ensure their resulting standards (e.g., data formats, messaging, exchange protocols, meaningful use, usability, privacy, security and safety) meet the needs of VA and DoD.
- Work with the Health Architecture Review Board (HARB) to ensure that both Departments are appropriately synchronized and coordinated.
- Oversee and approve VA and DoD adoption of and mapping to national and international health standards, an essential step toward interoperability, that: (a) requires the Departments to express the content and format of health data using a common language to improve the exchange of data with each other and the private sector and that: (b) ensures Department clinicians have an integrated, computable view of a patient's comprehensive health record which can be trended to show health care information about a patient over time and provide expedient, improved health care treatment.
- Identify data domain and messaging standards for department information technology (IT) solutions necessary to create a seamless integration of VA and DoD health care record data based on functional use cases.
- Monitor and report on: (a) the Departments' use of IPO approved national and international health standards and, (b) the Departments' compliance with the IPO' s identification of data domain and messaging standards for department IT solutions necessary to create a seamless integration of VA and DoD health care record data.
- Coordinate and communicate with the Departments to ensure advances in interoperability capabilities enhance the quality, safety, efficiency, and effectiveness of health care services.
- Continuously identify methods and opportunities to leverage DoD and VA health IT solutions such as health information technology (HIT) portfolio reviews that interface with each Department's modernized system to verify clinical and technical data interoperability.
- Assist the Departments with additional responsibilities as agreed upon by both the DoD and VA through the joint executive council (JEC).

OFFICE OF QUALITY, PERFORMANCE AND OVERSIGHT (005X)

Overview

The Office of Quality Performance and Oversight (QPO) advises the CIO on several complex and sensitive issues that cross organizational boundaries within the Department, in addition to interfacing with external agencies, such as OMB, GAO, OIG, and Congress. QPO leads OI&T's performance management, process improvement, and

oversight efforts. The Office facilitates the establishment of performance measures and metrics related to the full range of IT program responsibilities and strategic objectives, and manages associated measurement efforts. It conducts analysis and evaluation of a variety of IT programs, processes, functions and facilities, and provides recommendations to the CIO.

OFFICE OF ENTERPRISE RISK MANAGEMENT

Overview

The Office of Enterprise Risk Management (ERM) was established to provide an end-to-end solution in the management of OI&T enterprise risk. The mission of ERM is to anticipate, identify, prioritize, manage, and monitor OI&T enterprise risks and to provide assurance regarding the achievement of OI&T objectives. ERM acts as an independent enterprise risk appraisal function by determining if OI&T risk management, controls, and governance processes, as designed and represented by OI&T management, are adequate and functioning as anticipated. The OI&T ERM Office of Risk Management Planning (RMP) identifies and addresses risks that affect the OI&T enterprise as a whole. Once enterprise-level risks are identified and the impact to OI&T business processes determined, they are presented to the CIO. This enables the CIO and Executive Leadership to make informed decisions on operations designed to provide services to Veterans and their families, and provides OI&T the services it needs to achieve its mission. OI&T ERM Risk Assessment and Mitigation (RAM) teams are available to assist the CIO and Executive Leadership by performing root cause analysis assessments, recommending risk response and mitigation strategies, and performing post mitigation assessments.

ERM also provides Independent Verification and Validation (IV&V) consisting of Systems Integration Testing and a full range of Quality Assurance services. These services and oversight activities help ensure the integrity of VA systems and compliance with applicable guidance such as the Project Management Accountability System (PMAS) and other governing directives. While ERM provides services for a variety of applications and domain areas, the primary mission in this regard is to provide IV&V for financial applications under the purview of the Chief Financial Officer, their interfaces and related systems.

POLICY, PERFORMANCE AND OVERSIGHT

Overview

The Office of Policy, Performance and Oversight provides OI&T executive office operations through five branches and two program managers (EEO Program Manager and the Position Management Program Manager).

Functions and Activities

- **Performance and Analysis (P&A) Branch** provides human resource (HR) transaction support, budget/travel oversight and acquisition support to all QPO elements, and performance management/reporting, conference management/reporting and Human Capital (HC) strategic planning for all OI&T organizations.
- **CIO Action Officer (AO) Branch** provides direct support to the CIO, PDAS, and the Executive Director, QPO by recording all executive meetings, briefings, and testimony; maintaining senior executive action tracking; disseminating meeting notes; and coordinating the release of CIO messages.
- **Human Capital Policy & Oversight (HC P&O) Branch** promotes activities to improve processes and the quality of HR liaison and HC services; provides guidance and policy on internal OI&T HC practices; provides HC advisory and consultative services to leadership; and manages all special HC oversight programs including SES, GS-15 and Compensation Flexibilities (e.g., recruitment/relocation/retention incentives).
- **Workforce Management (WM) Branch** provides advisory services and coordination on National Labor Relations issues and workforce performance management. WM also manages OI&T programs regarding

Performance/Special Contribution Awards, Workman’s Compensation, Corporate Employee Development Board (CEDB) and Position Description Review.

- **Warriors to Workforce (W2W) Branch** supports a 3-year intense training program providing Veterans an opportunity to apply military experiences and skills to the Project Management career field.

PROJECT COORDINATION SERVICE

Overview

The Project Coordination Service Office serves as the OI&T point of contact with the VA Office of Congressional and Legislative Affairs for GAO requests; facilitates OI&T interface with the VA Office of Inspector General, OMB, GAO, and Congress on highly sensitive Department matters; and analyzes recommendations regarding OI&T policies, directives, and guidelines having Departmental and/or interagency implications and impacts.

EXECUTIVE CORRESPONDENCE

Overview

The Office of Executive Correspondence manages all OI&T correspondence processes; prepares congressional correspondence and testimony; manages the overall internal communications process for OI&T on behalf of the CIO; and reviews and approves publishing of content on internal and external OI&T Websites, ensuring content is in compliance with administrative standards.

ARCHITECTURE, STRATEGY, AND DESIGN

Overview

Architecture, Strategy, and Design (ASD) provides a framework of strategies, architecture, policies, procedures, guidance, processes, and governance to ensure IT programs and projects are designed and executed to satisfy current and future business needs of VA, while exercising proper stewardship of resources and maintaining transparent operations.

Functions and Activities

- Performs strategic planning functions for OI&T to facilitate its ability to meet mission requirements and customer demand;
- Develops and maintains an integrated technical, business, and data architecture;
- Provides systems design, engineering, and integration standards;
- Promotes forward-thinking IT strategy;
- Promotes and practices knowledge management concepts and best practices to improve information sharing across OI&T and with its customers.
- Performs analyses of alternatives to identify cost savings/avoidance.
- Examines existing IT requirements and solutions for efficiency and potential redundancy (e.g., legacy system sun-setting) elsewhere in the organization.

ENTERPRISE ARCHITECTURE

Overview

The Office of Enterprise Architecture (EA) is responsible for developing and maintaining the OneVA Enterprise Architecture and leads the development of IT-related transformation strategies and plans within OI&T and across VA. It also chairs the Enterprise Architecture Council (EAC).

The OneVA EA provides decision-support information capabilities to leaders and stakeholders across VA. It contains explicit description and documentation of the current and desired relationships among program/business, management processes, and IT in VA. It is a management tool that facilitates forecasting, delivery, and operation of VA's Business and Information Technology environment. It is an authoritative information resource that enables VA to consistently make informed investment decisions to deliver an affordable Veteran-centric and technology-enabled IT infrastructure. It also informs strategic planning and programming decision processes for portfolio management and systems development. As owner of VA's enterprise architecture, the office establishes the standards and taxonomy for representing architectural content and maintains the OneVA EA in a VA-wide centralized repository.

The planning function within this office assists the CIO and OI&T Executive Leadership in formulating and communicating an IT strategy that aligns with overarching VA strategic plans, business goals, and objectives. It leads the development of the Enterprise Roadmap and the Information Resource Management Strategic Plan. These critical documents promote and enable the VA enterprise and CIO's priorities, establish an Integrated Operating Model (IOM), and foster effective IT strategy formulation, resourcing, and execution activities to realize synergies amongst participating business components.

PRODUCT AND PLATFORM MANAGEMENT

Overview

Product and Platform Management (PPM) serves as the IT investment oversight organization for enhancing capabilities across the VA Enterprise. This organization is responsible for all activities associated with strategic planning, product analysis and cost estimation, solution architecture, and eliminating redundant and/or unnecessary development activities within VA.

The key drivers of the PPM mission and objectives are Product Managers (PdM). PdMs serve as IT Product Owners and have life-cycle responsibilities for all products under their portfolios. They are responsible for working with business owners to capture requirements for product builds and drive the creation and approval of Product Solution Architectures. PdMs serve as the entry point into ASD for project technical support as well as the lead ASD representative on Integrated Project Teams (IPT). Additionally, PdMs are accountable for seeking system capability reuse opportunities and fully supporting the Ruthless Reduction Task Force (RRTF) in finding methods to eliminate unnecessary development actions, "stove piping", and redundant development activities.

PdMs lead strategic planning, solution architecture creation, and technical planning for all assigned products. The PdM is responsible for transitioning products to Product Development (PD) acquisition and development activities upon completion of strategic planning. They will support follow-on acquisition planning activities as the IT Product Owner on IPTs throughout development to ensure activities remain aligned with the Solution and Enterprise Architectures. Future updates and changes to PMAS and ProPath will incorporate PPM's new role into the development process.

PPM is organized into eight major portfolios, each having specific roles and responsibilities that collectively provide product life-cycle management from customer relationship management to product analysis and cost evaluation, resource planning, and transition planning for OI&T. A detailed description of each portfolio's roles and responsibilities can be found at <http://vawww.asd.OIT.va.gov>.

TECHNOLOGY STRATEGIES

Overview

The Office of Technology Strategies is responsible for defining the “to be” enterprise technology vision for OI&T, and to assist business and technical users in achieving this vision. Specifically, the Office of Technology Strategies monitors and assesses technology trends and potential impacts to VA; defines and produces technical design patterns, templates and models; assists customers in the adopting the use of technology patterns and models; and, updates this vision and models based on continuous user feedback.

The Office of Technology Strategies leads efforts to provide the “to be” technology inputs to the “Enterprise Technology Strategic Plan.” It assesses future technologies, advances forward looking strategies and provides inputs to the future OneVA Technical Reference Model (TRM).

The Office of Technology Strategies partners with its customers, Product Development, Service Delivery and Engineering, Office of Information Security, and Office of Customer Advocacy, to achieve the “to be” enterprise technology vision.

Technical Reference & Assessments (TRA) manages and publishes the TRM. The TRM is the authoritative source for products and standards used in VA’s computing environment to facilitate interoperability. TRA chairs the TRM Management Group and manages the OneVA Technical Reference Model. TRA performs technical assessments of projects and programs to ensure compliance with the TRM. TRA chairs the Technical Review Board (TRB).

PROCESS AND KNOWLEDGE/RECORDS MANAGEMENT AND COMMUNICATIONS SERVICE

Overview

Process Management (PcM) develops, implements, maintains, and oversees the overall OI&T process framework (ProPath), mandated by the CIO. ProPath supports the Project Management Accountability System (PMAS) requirements and facilitates the customization of the 36 core processes for OI&T use through quarterly releases. These processes are based upon industry and government best practices. In addition, PcM creates and executes process implementation plans; engineers and implements standardized processes/procedures, artifacts, and tools; and educates and assists staff on how to optimize use of the processes and tools. PcM serves all of OI&T, collaborates closely with the business administrations, and serves as the basis for realizing operational excellence.

Knowledge Management and Communications Service (KM&CS) recognizes knowledge as an asset and establishes the methods to acquire, use, transfer, and retain ASD knowledge, to promote efficient and effective information reuse and sharing both internally and externally to enable actions and decisions. KM&CS manages and administers ASD’s Internet, intranet, SharePoint, and Discover sites. In addition, KM&CS establishes policies and practices for effective knowledge and record management, and internal communication within ASD.

ASD BUSINESS OFFICE

Overview

The ASD Business Office (ABO) develops, plans, coordinates, and manages essential business, administrative, and logistical functions and activities of ASD. ABO works directly with the OI&T Front Office, and coordinates with offices and organizations VA-wide; other Federal departments and agencies; and non-governmental organizations as appropriate.

ABO's areas of responsibility include: fiscal planning, programming, budgeting, and execution oversight; executive correspondence; tasking, action, and reports management; emergency/contingency planning and operations; special project coordination; ASD policy, guidance, and standard operating procedures; personnel administration and actions; human capital planning; employee training; space and facilities management; supplies, IT assets, equipment, and property management; and acquisition and contract management/oversight.

OFFICE OF CUSTOMER ADVOCACY (005A)

Overview

The Office of Customer Advocacy (CA) works with VHA, VBA, NCA, and VA's staff offices at senior levels to ensure issues of mutual concern are resolved. CA facilitates the resolution of issues resulting from the Project Management Accountability System (PMAS) and works across the VA to identify and facilitate the resolution of any IT issues relating to VA mission support. CA acts as an Ombudsman between OI&T and its customers, providing a single access point for customers to senior IT leadership.

IT RESOURCE MANAGEMENT (005F)

Overview

The Office of Information and Technology Resource Management (ITRM) advises the CIO and other senior OI&T officials on OI&T resource requirements. The office is responsible for the management of all IT resources, direction of financial and IT asset management, and the policies and strategic planning activities for OI&T acquisitions. With primary responsibility for linking the budgeting process with IT programs, ITRM is responsible for directing fiscal activities related to linking the budget process to all established IT operations and enterprise-wide management initiatives. Offices within the organization include IT Budget and Finance; IT Acquisition Strategy and Space/Facilities Management; and IT Workforce Development.

IT BUDGET AND FINANCE

Overview

The Office of IT Budget & Finance's (ITBF) mission is to plan, program, execute, control, and account for VA's IT resources. ITBF is responsible for the establishment, implementation, and oversight of the concepts, plans, policies, systems, and procedures needed to execute the assigned mission. ITBF in concert with VACO Staff Offices is responsible for establishing and managing the Department's IT governance structure and determining the appropriateness and applicability (through interpretation of fiscal law) of the use of the IT appropriation. ITBF plans, executes, and oversees the Department's IT budget in order to meet all IT requirements across VA in alignment with its missions, goals, and objectives. Management of the annual IT budget that meets the IT resource requirements for more than 300,000 employees spanning the three administrations and staff offices are unique to ITBF, as no other organization in VA is authorized to execute the funds allocated through the IT appropriation. ITBF resource stewardship and OI&T systems delivery also touches every aspect of meeting VHA, VBA, NCA and staff offices' mission needs in support of more than 300 hospitals and facilities supporting more than 8.5 million enrolled Veterans.

The IT resource cycle begins with the IT Programming and Budget Formulation Service (PBFS). PBFS leads the orchestration, formulation, and advocacy of over \$3 billion annually and some \$20 billion in the multi-year budget request through the VA governance structure, Office of Management and Budget (OMB) reviews, and congressional enactment phases. As the OI&T interface to the VA corporate governance structure, PBFS leads integration of working-level planning and budgeting boards into the larger VA governance structure.

The IT Budget Execution and Control Service (BECS) is responsible for guiding the translation of the congressionally-approved budget top-line numbers into an executable annual budget operating plan (BOP) that ensures IT funds are fully aligned at an appropriate level of detail to fund the development, sustainment, and staffing needs across the enterprise. BECS also functions as a centralized systems and analysis organization and ensures integration of information contained in the annual BOP with VA staff offices supporting acquisition, logistics, policy development and implementation.

The IT Financial Planning and Management Service (FPMS) completes the cycle, providing full accounting and reporting of all financial activity and developing an effective program of internal controls implementation and compliance across all resource activities throughout the OI&T enterprise. FPMS serves as the accounting and financial policy interface to the Department, develops and implements OI&T travel policy, and is the OI&T lead for assessing and reporting internal controls in accordance with the requirements of the Federal Managers Financial Integrity Act (FMFIA)/OMB Circular A-123. To that end, the objective of the Internal Controls Branch is to evaluate OI&T risks and provide a level of assurance that OI&T achieves effectiveness and efficiency of operations, reliability of financial reporting, and compliance with applicable laws and regulations.

IT ACQUISITION STRATEGY AND SPACE/FACILITIES MANAGEMENT

Overview

IT Acquisition Strategy and Space/Facilities Management has three divisions: (1) IT Acquisition Strategy, (2) IT Space and Facilities Management, and, (3) IT Vendor Management Office. The IT Acquisition Strategy Office supports the OI&T acquisition process by facilitating the governance of clear, consistent, and well developed acquisition processes and strategies. This office provides acquisition program management oversight, acts as industry liaison, provides customer interface support (i.e., Service, Delivery & Engineering, Product Development, and Office of Information Security), disseminates acquisition policy and procedures, and monitors OI&T Federal interagency agreements and processes. Other key functions of this office include serving as a strategic partner for internal and external customers while providing centralized oversight for all OI&T procurement actions valuing in over \$3 billion annually; supporting the VA acquisition systems and participating in change control boards for acquisitions. Specific systems supported by the office include: IT Acquisition Requirements System (ITARS), Budget Tracking Tool (BTT), Virtual Office of Acquisition (VOA), and Enterprise Contract Management System (ECMS).

The IT Vendor Management Office is an added function directed by the VA CIO as mandated by the Federal Chief Information Officer and the Office of Management and Budget. Additional support services include developing policies and procedures related to OI&T strategic sourcing and vendor management operations as well as serves as the “front door” for all vendors who are doing business and those who are seeking to do business with OI&T. The IT Vendor Management Office also assists OI&T in providing solutions to complex enterprise capabilities and serves as the OI&T Small Business representative within the organization for all socioeconomic categories.

The IT Space and Facilities Management Office advises and provides oversight and guidance in OI&T national program areas of real property, facility management, space management, construction management, occupational safety and health, energy management and physical security to OI&T senior leadership; serves as the OI&T representative to the VA Strategic Capital Investment Planning (SCIP) process, including major and minor construction projects needed to address IT infrastructure deficiencies across the VA enterprise; and is responsible for developing national long-term and short-term strategies for the optimal utilization and management of OI&T data centers, computer rooms, workspaces, and in effectively managing day-to-day facility-related activities. The office is also responsible for maintaining more than 1.2 million square feet of leased and owned space for the VA’s data centers and over 9,000 OI&T employees and contractors nationwide.

IT WORKFORCE DEVELOPMENT

Overview

IT Workforce Development prepares VA IT professionals to better serve Veterans and achieve personal career goals through the delivery of targeted, competency based skills, and development programs. The office is responsible for the design, development, and delivery of IT specific training to the OI&T workforce using various modalities. In addition to internally developed courses, industry recognized IT certification courses are evaluated by IT Workforce Development and procured to be offered in strategic locations across OI&T including VA National IT Training Academy (NTA) headquarters and Smart Classrooms. The NTA Smart Classroom network consists of seven facilities across the United States capable of hosting synchronous training courses for more than 200 students. This office is also responsible for the implementation of the OPM 2210 Competency Model in OI&T. IT

Workforce Development coordinates the validation of each parenthetical role (e.g., ISO, Software Developer) with VA SMEs and then implements the model in the VA Talent Management System (TMS) and provides FISMA compliance, privacy, and rules of behavior training for the VA.

OFFICE OF INFORMATION SECURITY (005R)

Overview

OIS assures the confidentiality, integrity, and availability of information and information systems, and works on matters related to information protection, including privacy, cyber security, risk management, records management, FOIA, incident response, critical infrastructure protection, and business continuity. The office develops, implements, and oversees the policies, procedures, training, communication, and operations related to improving how VA and its partners safeguard the personally identifiable information (PII) of Veterans and VA employees.

OIS BUSINESS OFFICE

Overview

The OIS Business Office performs administrative functions required to support the office's initiatives and programs. OIS Business Office staff is also responsible for overseeing composition of executive-level correspondence, preparation of congressional testimony, and speeches and responses to public relations inquiries. The Business Office also interprets acquisition regulations, laws, and VA policy that govern security for IT acquisitions, and confirms that all IT and non-IT products and services connecting to the VA network, or that have the potential to store sensitive data, are documented and approved.

- **The Budget Team** is responsible for the formulation, execution, and development of the multi-year plan of the OIS budget.
- **The Contract Management Team** serves as the liaison between OIS and acquisition staff, both internal and external to VA. Information Technology Acquisition Request System (ITARS) Support ensures security requirements are included in IT acquisition contracts, and Virtual Online Acquisitions (VOA) helps the team manage contracts and monitor data.
- **The Human Resources Team** completes human resources duties for all of OIS. These responsibilities include staffing, financial awards, and service recognition, among others.
- **The Communications Team** is responsible for a range of communication duties including executive messaging, regular department newsletters, and awareness campaigns within OIS.
- **The Veterans Affairs Internet Quorum (VAIQ) Team** oversees all VAIQ items within OIS. VAIQ serves as the official document management and tracking system used to control and monitor the initiation and completion of correspondence.

FIELD SECURITY SERVICE

Overview

FSS ensures the privacy, confidentiality, integrity, and availability of information assets in facilities and field offices across the country. FSS is comprised of Information Security Officers (ISOs) geographically dispersed throughout the Department who contribute to and support the overall VA mission to deliver health care, benefits, and memorial services by validating process and system and procedural compliance, as well as ensuring cost-effective

security controls are in place to protect automated systems from fraud, waste, and abuse. FSS is organized into four divisions:

- **Data Center Support Division (DCSD)** provides ISO support to the National Data Centers.
- **National Data ISO Division** provides ISO support to VACO, VHA, VBA, NCA, and program offices. This is the largest division and is further broken down into five regions, each led by a Regional Information Security Director.
- **Health Information Security Division (HISD)** supports the security of medical devices and vendor access.
- **Audit Resolution and Readiness** ensures that VA IT systems security is managed in a compliant manner.

OFFICE OF BUSINESS CONTINUITY

Overview

The Office of Business Continuity (OBC) ensures that essential IT functions continue in the event of a disaster or business interruption. OBC develops and implements a Comprehensive Emergency Management Homeland Security Program to ensure that VA can effectively use its IT systems when responding to an event and it enables VA to quickly resume its normal missions.

OFFICE OF CYBER SECURITY

Overview

The Office of Cyber Security (OCS) establishes policy and oversees the implementation and operation of IT security programs across the Department. OCS oversees, manages, and directs all activities for Audit Resolution and Readiness, the Certification Program Service, Security Architecture and Software Assurance, the Emergency Response Team, and Identity Access Management.

- **Audit Resolution and Readiness** ensures that VA IT systems security is managed in a manner that is compliant with all Federal laws, regulations, and guidelines governing IT security; and ensures that Congress, OMB, GAO, OIG, and other OCS stakeholders are informed about VA's cyber security posture and associated risk. The mission of this group is accomplished through the management of two teams: The Oversight and Reporting Team, and the Reports and Accreditation Team. The Audit Resolution and Readiness service scans current and burgeoning Federal laws, regulations, and guidelines to determine its impact on VA's information security posture. It provides reporting service for VA's annual and quarterly FISMA reports to OMB and Congress, and conducts an annual assessment of the Department's security posture on more than 600 IT systems. The service ensures that deficiencies discovered through the OIG and GAO audits are incorporated into the Federal Information Security Management Act (FISMA) vulnerability tracking database.
- **Certification Program Service** oversees and directs the development and operation of the Department-wide IT system testing and certification program. This Office focuses on the certification testing necessary to determine the effectiveness of security controls as specified in National Institute of Standards and Technology (NIST) Special Publications (SP) 800-53, 800-53A, and Federal Information Processing Standard (FIPS) 200. Certification results inform Department Authorizing Officials in making risk-based decisions necessary to place development systems into production and allow production systems to remain in operation. The Office establishes long- and short-range plans for continuously monitoring and managing the Department's cyber security risk by setting policy for the Department's IT system security accreditation program. This team oversees the development of processes and security documentation to support the security assessment and authorization of all VA IT systems. This documentation includes but

is not limited to privacy impact assessments, risk assessments, system security plans, configuration management plans and contingency plans.

- **Security Architecture and Software Assurance** oversees the identification, prevention, and remediation of IT security deficiencies. It ensures that VA technical security initiatives are integrated throughout VA organizations and IT infrastructure. The Policy Team establishes and promulgates Department-level cyber security policies, procedures, and guidelines to ensure compliance with Federal laws and regulations. The team reviews proposed policies from other areas of OIS responsibility to ensure issues are adequately addressed from a cyber security perspective and to ensure no contradictions exist within each policy developed and disseminated to the Department.
- **Emergency Response Team** deploys to sites within VA with approved management tasking by VA senior leadership to perform computer forensics on VA's IT assets or to perform external threat assessments, which consist of vulnerability scanning and penetration testing as a means to improve the enterprise security posture and to provide assistance in the event of a compromise. It proactively evaluates overall security program effectiveness at specific sites and provides technical advice needed to remediate deficiencies.
- **Identity and Access Management** combines processes, policies, and systems to ensure the security and privacy of identities, and to control access to resources. OI&T coordinates IAM-related projects to ensure an integrated approach to IAM. The Office of Information Security is the OI&T business sponsor responsible for an integrated IAM program.

THE OFFICE OF PRIVACY AND RECORDS MANAGEMENT

Overview

The Office of Privacy and Records Management (OPRM) works across OIS to integrate privacy considerations, requests for information, manage official records, and ensure that the confidentiality, integrity, and availability of VA sensitive information and information systems are protected. OPRM is made up of three services: the Privacy Service, Enterprise Records Service, and the FOIA Service.

Functions and Activities

- Directs VA's privacy program including conformance with the Health Insurance Portability and Accountability Act (HIPAA) and the Electronic Communications Privacy Act, COMSEC regulations, nondisclosure statutes, OMB guidance on computer cookies, OMB Circular A-130, Government Paperwork Elimination Act, user authentication, insider threat and identity theft. OPRM ensures VA policies are in compliance with regulatory requirements and legislated mandates governing those programs; promulgates Department-level privacy policy, procedures, and guidelines that implement Federal laws and regulations, and provides guidance on policy implementation; and reviews proposed privacy policies in its areas of responsibility to ensure issues are adequately addressed.
- Ensures that PIAs or appropriate validations are completed for all IT systems.
- Manages the Department's computer matching program and systems of records programs required under the Privacy Act.
- Works cooperatively across VA and each of the Administrations and staff offices in overseeing Veteran rights to inspect, amend, and restrict access to privacy-protected PII.
- Works with all Administrations and Staff Offices to determine appropriate measures to effectively reduce the use of Social Security numbers as mandated by OMB.

- Directs the VA's information access program under the Freedom of Information Act (FOIA) and the OPEN Government Act to release information on VA programs, policies, and items of interest to the Veteran community.
- Responds to requests for information from the public under the Freedom of Information Act and requests under the Privacy Act for information about individuals that is being kept by Federal agencies. Determines whether the information can be released in whole or in part according based on the provisions of the FOIA.
- Identifies and publishes information concerning the operations and program within VA determined to be of interest to the Veteran community and to the public.
- Responds to requests for information under the Freedom of Information Act and the Privacy Act.
- Directs VA's Enterprise Records program to provide support to the various components within VA on preparing and publishing directives, handbooks and other guidance documents and oversight for compliance with the Federal Records Act (44 USC §3101).
- Provides oversight on the VA Release of Names and Addresses (RONA) program.
- Directs the Incident Resolution Service to identify, communicate, and mitigate information security and privacy incidents across the Department. The Office conducts data breach analysis to discover appropriate corrective action that must be taken to safeguard protected information.
- Facilitates the national Data Breach Core Team to review, discuss, and provide resolution for nationwide VA incidents.
- Establishes and maintains a formal incident response capability and provides pertinent information on incidents to the appropriate organizations.
- Prepares data breach reports provided to Congress by the SECVA.
- Coordinates communications and alerts about critical emergency incidents.
- Directs the Identity Safety Service to provide Identity Fraud Analysis and Notification reviews based on data maintained in VA Systems.
- Directs VA's identity safety program including the Identity Fraud Monitoring, Verification and Mitigation (IFMVM) program, which provides pro-active identity theft monitoring for all Veteran identity data housed in the BIRLS database, as well as creating an Identity Theft Communication Plan and identity theft policy for the VA enterprise. The VA Identity Safety Service also provides a toll-free Identity Theft Help Line (1-855-578-5492) for Veterans who feel they may have been victimized by identity theft, as well as the new "More Than a Number" Website (www.va.gov/identitytheft, a website that provides identity theft resources and contacts) that provides identity theft resources and contacts. Other activities include strategic partnerships with outside organizations to prevent identity theft, such as the University of Texas Center for Identity and the Medical Identity Fraud Alliance.

OFFICE OF RISK MANAGEMENT AND INCIDENT RESPONSE

Overview

The Office of Risk Management and Incident Response (RMIR) identifies, communicates, and mitigates information security and privacy incidents across the Department. RMIR conducts data breach analysis to discover what

corrective action must be taken to safeguard protected information and responds immediately. RMIR applies risk management techniques to VA's security systems to alleviate loss of data. Develops and maintains an overarching information risk management framework for OIS.

Functions and Activities

- Facilitates the national Data Breach Core Team to review, discuss, and provide resolution for nationwide VA incidents.
- Establishes and maintains a formal incident response capability and provides pertinent information on incidents to the appropriate organizations.
- Prepares data breach reports provided to Congress by the SECVA.
- Coordinates communications and alerts about critical emergency incidents.

VA NETWORK SECURITY OPERATIONS CENTER

Overview

The VA Network Security Operations Center (VA NSOC) protects VA information on a 24/7 basis by monitoring, responding to, and reporting cyber threats and vulnerabilities; manages Internet gateways; conducts enterprise-wide network monitoring; and provides value-added network and security management services.

Functions and Activities

- Provides 24/7 incident response for cybersecurity threats and incidents.
- Monitors and manages Internet gateways and the enterprise core backbone.
- Conducts vulnerability and penetration testing of Internet gateways and the VA enterprise network.
- Provides forensic analysis services, investigates malware, and correlates events to determine cyber threat posture.
- Provides assessments for Web applications, source code analysis, and mobile security testing.

PRODUCT DEVELOPMENT (005Q)

Overview

Product Development (PD) serves as a trusted advisor to the CIO for all enterprise application development and sustainment activities throughout the project life cycle. The life cycle consists of planning, developing (or acquiring), testing, and sustaining applications that meet stakeholder and Veteran needs. PD provides day-to-day direction and overall solutions developed by OI&T for VA's business administrations. As the IT development organization OI&T, PD generates secure, reliable, and well-designed enterprise application software solutions and services that serve Veterans and assist VA in achieving its goals. PD supports VA's mission of caring for the Veteran, the Veteran's family, and those who provide service to the Veteran by developing and maintaining reliable, high-performing software products that form the information backbone for VA health care, benefits and memorials delivery.

PROJECT MANAGEMENT

Functions and Activities

- Oversees interdependent projects and develops, tests, and provides high-quality enterprise-wide IT software products for health, benefits, and corporate stakeholders, including new starts and upgrades to existing legacy systems, within budget and on time based on the defined requirements from our customers.
- Supports VA agency priority goals of increasing access to health care and benefits, reducing the benefits backlog, and eliminating Veteran homelessness. Corporate IT systems provide cost-effective and integrated solutions critical to initiatives that support the infrastructure and employees providing services to Veterans.
- Consistently implements Project Management Accountability System (PMAS) principles and guidelines and reports project updates to OI&T senior leadership.
- Plans, manages, integrates, and reports on the status of all IT development projects, including those with multiple dependencies and involving external partners.
- Implements disciplined program/project governance and review structures.
- Utilizes VA enterprise architecture data, systems, and technical standards as the basis for product development.
- Institutionalizes IT solution integration strategies based on industry best practices and agile methodologies.

DEVELOPMENT MANAGEMENT

Functions and Activities

- Assesses staff competencies and skills. Supports PD's structure as a competency-based organization, aligning matrixed IT staff to programs/projects based on their competency skill sets and product complexity, maturity, and needs.
- Grows and sustains a highly-skilled workforce of Federal IT professionals through training and hands-on skill development.
- Researches and incorporates associated first tier IT program management and systems engineering practices as standard practice.
- Provides Section 508 accessibility specialists in support of software development projects and serves as VA's program office for compliance assurance, policy-setting on accessibility requirements, and the use of accessibility tools.
- Provides Web services containing VBA data and business logic to IT projects.
- Champions open source development at VA.
- Engages VA staff, other Government agencies, and private sector parties to encourage innovation and facilitate improved integration between VA and non-VA developed software.
- Provides IT tools to PD staff along with training, support, and license management.

INTEGRATION MANAGEMENT

Functions and Activities

- Responsible for the system integration program supporting all IT development activities in support of enterprise development programs and crosscutting OneVA programs of the Department.
- Improves the effectiveness of systems engineering program operations and assists line and staff organizations in the performance of their missions.
- Determines enterprise development research, testing, and evaluation needs, and promoting strategies to incorporate these needs into both long- and short-term strategic plans.
- Provides technical direction in the conceptual analysis, design, development, deployment, maintenance, and enhancement of large-scale advanced technology application projects, to leverage economies of scale and to conform to enterprise standards, developing policies, processes and procedures to ensure systems reliability and accessibility and to prevent and defend against unauthorized access to systems, networks and data.
- Coordinates and develops policy and shared responsibilities for implementation and operational changes throughout the enterprise, requiring extensive coordination throughout VA.
- Oversees the analysis, design, and implementation of technical solutions that are necessary to support enterprise development initiatives and the OneVA concept, including customer relationship management for use across the Department and mission critical solutions for delivery of enterprise development initiatives.
- Analyzes the requirements for cross-cutting OneVA enterprise applications and upgrades to existing applications and determine the technical constraints that should be applied based on OI&T architectural guidance and service/solution reuse opportunities.
- Coordinates all components of change management with Administration and Staff Office senior leaders, such as changes to doctrine, organization, training, material solutions, leadership, and methodology.

PRODUCT SUPPORT

Functions and Activities

- Supports and sustains enterprise software applications and products that are deployed and maintained by PD in support of customers and end users.
- Maintains a current database of all deployed software applications and products.
- Provides patch management, customer support outreach, and help desk services to end users.
- Maintains a central repository of users as well as supporting technical and training manuals for all products in use at VA.
- Health Product Support (HPS) has two divisions, Clinical Health Product Support and Administrative Product Support, which support Legacy VistA and HealthVet VistA.
- HPS services include planning and application support, maintenance of clinical/administrative software, distribution of clinical/administrative packages and patches, technical support for clinical/administrative packages, and VistA training support for planners and faculty.

- Benefits Product Support (BPS) has three divisions, Benefits Delivery Network Product Support, Benefits Product Support Division, and Insurance Product Support, which collectively support benefits software (claims processing).
- BPS programs and services include compensation and pension, death benefits, vocational rehabilitation and employment, life insurance, payment and tracking of education benefits, loan guaranty, and the National Cemetery Administration.

BUSINESS OPERATIONS

Functions and Activities

- Encompasses the offices that provide PD with centralized resources to guide the organization forward strategically while ensuring adherence to key standards and policies. This includes the Chief of Staff, Workforce Management, Program Planning and Oversight, Acquisition and Contract Administration, and Budget Planning and Execution.
- Provides administrative and human resources advisory services to PD by coordinating, directing, and facilitating various programs and initiatives to ensure compliance with VA policies, procedures, and guidelines. Provides clear, consistent messaging to all PD stakeholders through proactive, high quality communication products and services.
- Provides upcoming year budget planning and current year budget execution support for all projects and activities in PD.
- Provides acquisitions planning support for contractual requirements, development of acquisitions packages, contract monitoring, and confirming standardized acquisition policies and tools.
- Provides professional, confidential, and seamless administrative support to PD's senior leadership. Provides Chief of Staff services, which include centralized strategic planning support aligned with OI&T and PD performance goals to ensure the organization's quantified success.

PROJECT MANAGEMENT ACCOUNTABILITY SYSTEM BUSINESS OFFICE

Functions and Activities

- Oversees the execution of PMAS—the disciplined approach VA employs to ensure on-time delivery of IT capabilities. PMAS establishes the framework that ensures the customer, IT project team, vendors and all stakeholders engaged in a project focus on a single compelling mission—achieving on-time project delivery.
- Establishes, maintains, and socializes PMAS policies, guidelines, and processes.
- Maintains and monitors a central repository of authoritative information on VA IT program/project status in the PMAS dashboard, and reports current data to OI&T and VA senior leaders.
- Assesses and measures the efficacy of PMAS standards and recommends improvements to PD and OI&T leadership.
- Institutionalizes and updates PMAS artifacts and processes within ProPath, collaborating with ASD staff.
- Provides support to the CIO (or designee), ITPROGs, MI Leads, and PMs in the area of management reviews, Green Flag, Red Flag, TechStat meetings, and Milestone Reviews. This support includes meeting facilitation, developing and/or consulting on materials, processes, and procedures.

- Develops tools and techniques to gather, analyze, and report on PMAS project data.
- Serves as stewards of PMAS data and dashboard quality and reporting discipline, and educates and trains program/project teams on the value of PMAS execution.

OFFICE OF SERVICE DELIVERY AND ENGINEERING

Overview

The Office of Service Delivery and Engineering (SDE) directs all operational and maintenance activities associated with VA's IT environment on behalf of the AS/IT. SDE oversees and manages the VA regional data centers, the IT network and telecommunications; monitors production for all information systems and production services; delivers operations services (including deployment, maintenance, monitoring and support) to all VA geographic locations, and conducts all private branch exchange management and maintenance. SDE comprises more than 5,500 IT professionals and administrative/support staff spread across six major components: Field Operations, Enterprise Operations, Enterprise Systems Engineering, National Service Desk, IT Service Management, and VACO Support Services.

FIELD OPERATIONS

Overview

Field Operations directs all operations and maintenance activities associated with the field-based VA IT infrastructure, including overseeing security, operational policy and the execution of the *VA Continuity of Operations Plan (COOP)*.

Functions and Activities

- **Regional Operations** coordinates and manages the day-to-day IT operations and IT services across VA field installations. Field Operations supports the IT operational infrastructure, computing environment and data processing and management capabilities for all VA. Field Operations also ensures successful release and deployment of enterprise products to the field and actively promotes best practices adoption. Field Operations also serves as the customer relationship manager for implementation and integration of customer acquired technology investments, serving to analyze, assess, integrate and deploy technology that has Information Technology dependencies. Field Operations serves as the service support and governance body for VHA and provides all support and guidance to the myriad of remote tenants that occupy offices and facilities throughout the country.
- **Technology Management Office (TMO)** provides oversight and facilitates field operations technology and process standardization in support of enterprise implementations.
 - TMO provides technical and logistics expertise within SDE Field Operations.
- The **Business Intelligence Office (BIO)** directs the consolidation and standardization of information collection, database structures, and maintenance of central data warehouses.
 - The BIO also maintains a focus on the front-end business requirements reporting and back-end authoritative data marts.

ENTERPRISE OPERATIONS

Overview

Enterprise Operations is comprised of the following organizational structure that works in concert to manage all VA enterprise solutions under the direction of the Executive Director of Enterprise Operations. This Office directs all operations and maintenance activities associated with the Enterprise VA IT infrastructure which encompasses all inherently corporate, missions critical and other IT systems for which a high degree of standardization in operation and management is required.

Functions and Activities

SDE/EO is comprised of four Directorates:

- **Data Center Operations (DCO)** is a metrics-driven organization responsible for maintaining a highly available, scalable, and redundant data center infrastructure that will substantially reduce the Government's risk and enable future IT service delivery growth. DCO is responsible for day-to-day operations and management of all VA Data Centers. DCO serves as the broker for external Government and Commercial Data Center Services to meet VA requirements.
- **Enterprise Infrastructure Support (EIS)** is responsible for the implementation and operational support of enterprise infrastructure which hosts all enterprise applications. This includes but is not limited to Internal and External Cloud Solutions, Physical and Virtual Server Farms, Mainframes, Enterprise Storage and Backup Systems. EIS manages all enterprise infrastructure systems to the Operating System Layer. This capability includes 24x7x365 on-call support for all Platforms on which Enterprise Solutions reside. EIS works closely with DCO and EAS to ensure stability and availability are always inline. EAS provides Tier 2, Tier 3, and Tier 4 support for Enterprise production systems in all VA Facilities; utilities for system management; and infrastructure monitoring and performance analysis and troubleshooting, including system optimization recommendations for all enterprise systems.
- **Enterprise Application Support (EAS)** provides, operational support, administration, 24 x 7 monitoring, and of all enterprise scoped clinical, benefits, management, administrative and financial production systems, applications, databases, Web and middleware. EAS works closely with DCO and EIS to ensure stability and availability are always inline. EAS provides Tier 2, Tier 3, and Tier 4 support to enterprise applications in all VA Facilities; utilities for applications management, and application optimization recommendations for enterprise applications.
- **Enterprise Telecommunications Management (ETM)** formulates strategy, designs architecture, and oversees delivery of national telecommunications services (voice, video, and data transport). ETM assures that highly available telecommunications services are delivered with appropriate privacy and security controls. ETM conducts network capacity planning analyses and network augmentations to assure sufficient bandwidth to support VA business applications. ETM continually integrates new technologies for enhanced telecommunications services.

ENTERPRISE SYSTEMS ENGINEERING

Overview

Enterprise Systems Engineering (ESE) provides central systems engineering services and management of a technical framework promoting one technology vision across VA, which supports system optimization, integration and interoperability throughout the enterprise. Systems engineering is an interdisciplinary approach and means to enable the realization of successful systems, proceeding from concept to production to operation.

Functions and Activities

ESE provides Tier 3 and 4 engineering services to all VA IT projects, applying a consistent architecture and planning the systems development life cycle (SDLC), and managing all engineering aspects of a project from start to finish. ESE plays lynchpin roles in every stage of the system life cycle:

- Responsibility for conceptual design
- Integration of standard components into a system solution
- Architecture validation
- Performance testing
- Capacity planning
- Bundling of instrumentation
- Release management
- Technical aspects of deployment
- Enterprise-level change and configuration management (including augmentation and tuning)
- System refresh planning
- Operational Readiness Reviews (ORR) necessary to evaluate applications and system prior to production release
- Independent testing which provides independent verification and validation of functional and non-functional requirements for systems that are deemed to have risk prior to deployment.

Tier 3 and 4 services provided align with competency based engineering disciplines in the areas of platform, storage, database, network, interagency, datacenter, benefit systems, and health systems.

NATIONAL SERVICE DESK

Overview

The National Service Desk (NSD) manages all IT Tier 1 Service Desk functions within OI&T; this includes service request fulfillment and incident management. The NSD Functions as first-line support for resolution of issues related to enterprise applications, systems, and other resources. Responsible for outage reporting, information dissemination, and data collection. Ensures a high-level of service, and responds to customer requests, incidents, and problems.

Functions and Activities

- Develops and manages a single suite of IT service management tools and technologies to be used at all levels within the Department that are compatible with the IT Infrastructure Library framework. Self-help tools inherent in this system, in conjunction with documented processes supported by the system, will enable proactive support and improve service quality.
- Executes Service Desk functions within VA to operate as a single entity with consistent policies and procedures.

IT SERVICE MANAGEMENT

Overview

ITSM manages budget planning and execution, capital planning, contract support, human capital management, task coordination, communication, performance reporting and analysis, and field administrative support. ITSM is

responsible for interoperability between the three main pillars of SDE (Field Ops, Enterprise Ops, and Engineering) and transparency of information throughout SDE up to the level of the Deputy Chief Information Officer (DCIO).

VACO SUPPORT SERVICES

Overview

VACO Support Services provides technical and operational IT support to the VACO campus. Provides network connectivity and operations support to all VACO, OGC, and BVA users; directs and manages the integration of information technologies into VA, OI&T requirements and program business lines; provides corporate project management services to VACO; manages all telecommunications related services for VACO; manages the video teleconferencing and media services at the VACO program offices; responsible for administering and managing all IT assets from cradle-to-grave life cycle; and provides procurement, contract, PC Lease, budget, and asset management life-cycles guidance.

Functions and Activities

- Operates and maintains office automation systems for local customers.
- Assembles service delivery team(s) from Information Technology Support Service (ITSS) service areas that support Negotiating Joint Automation Agreements for customers.
- Provides technical consultation and configuration assistance for customers' desktop and performs needs assessments for the automation of office environments.
- Plans and executes desktop systems replacements and upgrades, conducts technology assessment and customer support.
- Optimizes the VACO Corporate Office Automation server platforms that support customers in VACO with a variety of server-based IT resources, including shared network file and printer shares; electronic mail; database services; Web application servers supporting One-VA Virtual Private Network (VPN) for telecommuting or travel.

Authorities

Information Technology Management Reform Act of 1996

Title 40 Clinger-Cohen Act of 1996

PL 104-106

38 USC

Veterans Identity and Credit Security Act of 2006 (HR 5835)

E-Government Act of 2002

Federal Information Security Management Act 2002 (FISMA)

The Government Paperwork Elimination Act of 1998

Government Performance Results Act (GPRA) of 1993

Government Management Reform Act (GMRA) of 1994

PL 109-114

OMB Circular A-11, Part 7

OMB Circular A-130

OMB Circular A-130 Revised

OMB Circular A-11 Part 7 Section 300

OMB Circular A-11, Section 5

USC 44 § 3506

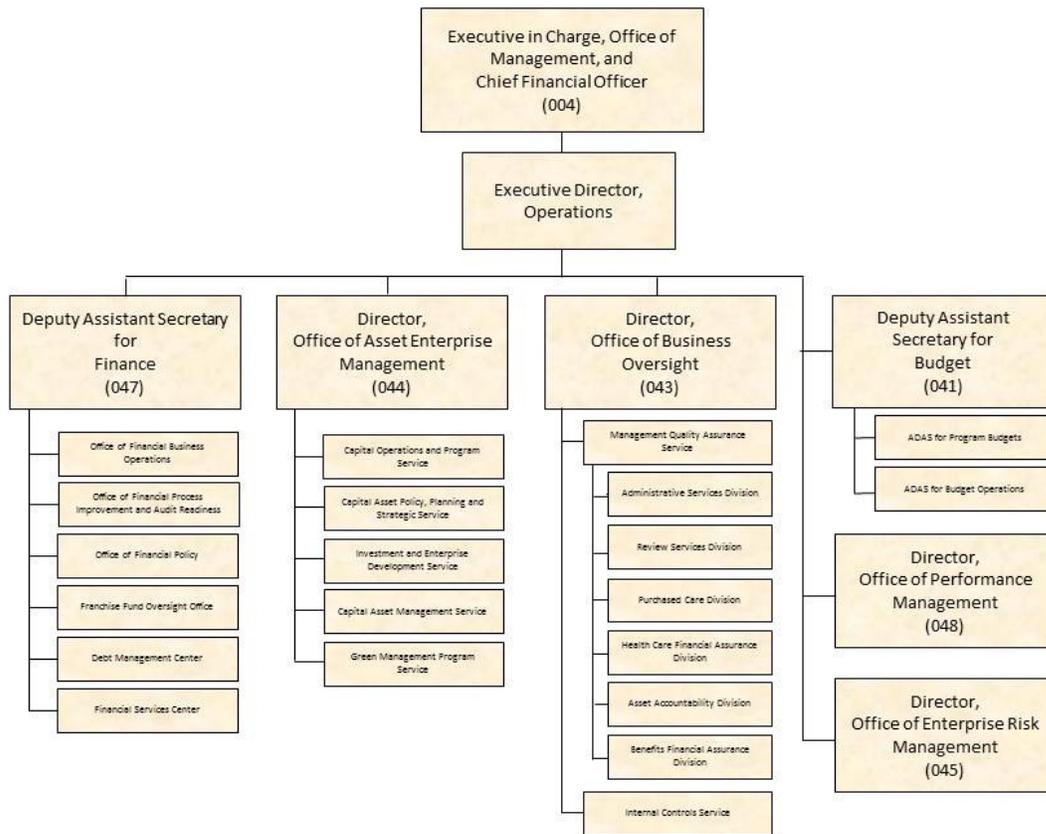
Rehabilitation Act of 1973

Veteran Benefits Improvement Act of 2008

Privacy Act of 1974

Health Insurance Portability and Accountability Act
Annual VA Appropriations
VA Directive 4900
PL 109-461 Title IX

OFFICE OF MANAGEMENT



Mission Statement

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, financial management, performance management, risk management, and asset enterprise management. It also promotes public confidence in the Department through stewardship and oversight of business activities that are consistent with national policy, law, and regulation.

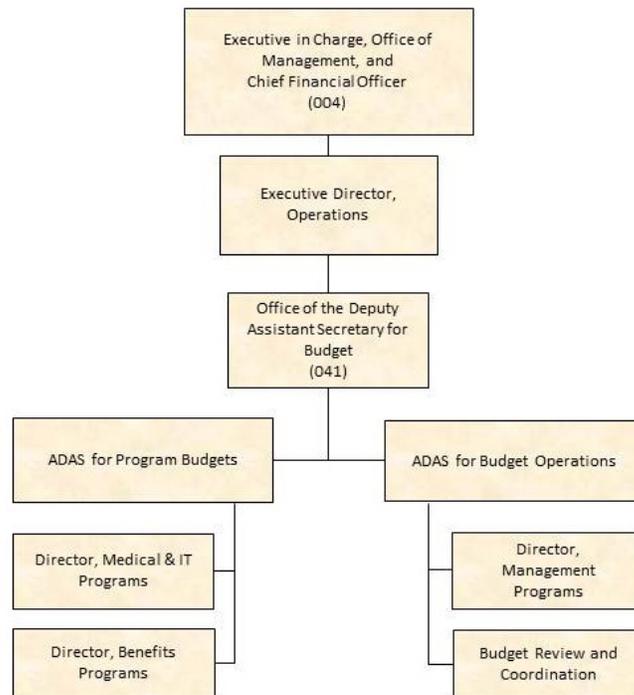
Overview

OM supports the Administrations and Staff Offices through six major service lines and has a number of activities and initiatives underway to help improve the Department’s operations.

OFFICE OF THE EXECUTIVE IN CHARGE (041)

Overview

The Executive in Charge and Chief Financial Officer oversees all resource requirements, development and implementation of Department performance measures, and financial management activities relating to VA programs and operations. In addition, responsibilities include a Departmental accounting and financial management system that provides for management, cost, budgeting, and account information. In addition, OM oversees the Department’s capital asset management activities and business oversight activities, including development and implementation of policies and regulations.



OFFICE OF BUDGET (041)

Overview

The Office of Budget manages the strategic and policy decision making processes to formulate, execute, analyze, and justify the Department's budget. It represents VA in budget and appropriation deliberations with Congress, along with the Administrations, Staff Offices, and OMB. The office also monitors the financial execution of the budget (to include examining actual expenditures and performance against approved operating budget plans), manages the Secretary's Budget Review Cycles, which provide the Secretary with information on budget, performance, priorities, risks, and challenges, pre-year, mid-year and end-of-year reviews, and manages the monthly budget review process.

Functions and Activities

Manages and directs all budget formulation and execution activities for the Department.

- 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/performance plans, and develop analyses, options, and recommendations for budget decision making.
- Manages all aspects of VA's annual budget request to OMB to defend and promote the Department's program plans and budget estimates, and negotiates/appeals the OMB passback decisions.
- In coordination with Administrations and Staff Offices, develops congressional Justification budget volumes, and the United States Budget Appendix.

- Manages SECVA budget review cycle that includes extensive preparation for pre-year, mid-year, and end-of-year reviews.
- Manages monthly CFO budget execution reviews.

Represents VA in budget and appropriation deliberations with Congress, along with the Administration, Staff Offices, and OMB.

- Serves as the Department’s focal point for budget and appropriation matters with OMB and Congress.
- Develops testimony and supports the budget presentation to Congress, VSOs, and the news media.
- Manages Questions for the Record and other inquiries from the House and Senate Appropriations Committees.
- Manages all congressionally directed reporting requirements from the House and Senate Appropriations Committees.
- Coordinates the preparation of briefing books for senior officials for the appropriations hearings.

Authorities

OMB Circular No. A-11

OMB Circular No. A-19

OMB Circular A-129

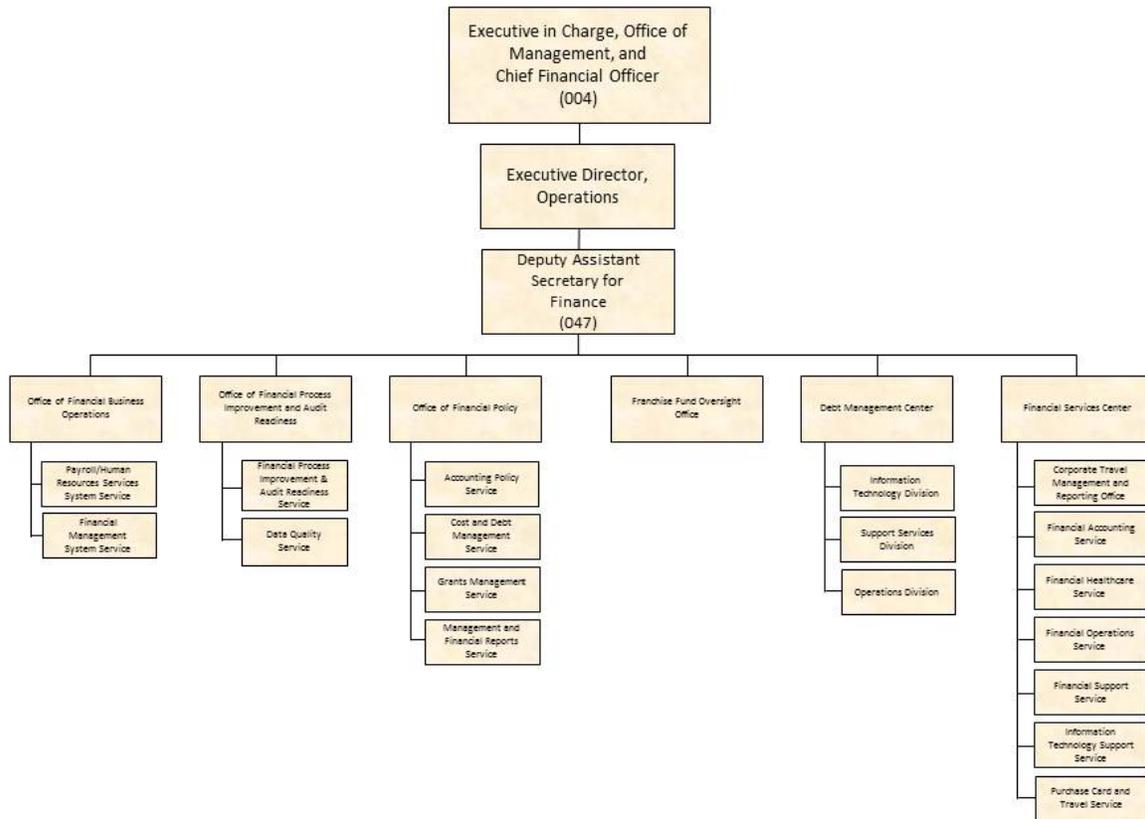
Title 31

31 USC 1341 et seq.

PL 112-74

GAO Red Book

The Economy Act and the Account Adjustments Statute



OFFICE OF FINANCE (047)

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 oversees the management of VA’s Franchise Fund, travel and purchase card programs, and the performance and effectiveness of trusts established under VA’s enhanced-use leasing program. OF continually improves the quality of the Department’s financial services, processes payments to vendors, as well as payments to employees for employee travel and relocation, develops and implements long-range financial systems initiatives, and 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 in financial process improvement and audit readiness services, as well as remediation of audit-related material weaknesses and significant deficiencies.

Functions and Activities

- Serves as principal advisor to the VA Chief Financial Officer on all matters related to financial policy, financial reporting, and financial systems.
- Coordinates and compiles data for briefings to OM leadership about OF activities and achievements.

- Directs and oversees new initiatives, objectives, policies, and standards established to improve VA's financial programs.
- Develops and presents solutions to problems that affect day-to-day program management activities.
- Ensures transformation initiatives are executed and aligned with OM objectives.

OFFICE OF FINANCIAL BUSINESS OPERATIONS (047E)

Overview

The Office of Financial Business Operations (OFBO) manages VA's Financial Management System (FMS), the Management Information Exchange (MinX), the legacy Personnel and Accounting Integrated Data (PAID) system, VA Time and Attendance system (VATAS), and the interfaces with other smaller agency financial systems. OFBO ensures these critical systems are maintained with a high degree of integrity and availability, implements any required changes into these legacy systems, and develops long-range financial systems initiatives in partnership with applicable VA Administrations and Staff Offices. OFBO also serves as VA's liaison with its shared service provider for payroll, the Defense Finance and Accounting Service (DFAS) .

Functions and Activities

- Serves as principal advisor to the Deputy Assistant Secretary (DAS) for Finance on all matters related to the legacy core financial systems (FMS and MinX), PAID, VATAS, and the interfaces with other smaller agency financial systems.
- Provides oversight, direction, and coordination regarding VA's relationship with DFAS to resolve any systemic payroll issues, ensure VA-specific requirements are implemented in the DFAS system, and to manage VA's Interagency Agreement with DFAS for providing payroll services.

PAYROLL/HUMAN RESOURCES SYSTEMS SERVICE

Overview

The Payroll/Human Resources Systems Service manages VA's payroll systems and ensures the systems accurately pay VA's diverse population of Title 5, Title 38, and hybrid employees.

Functions and Activities

- Maintains PAID, VATAS, and VA's self-service payroll application, MyPay.
- Implements Department requirements, legislative changes, and internal controls in VA's payroll systems.

FINANCIAL MANAGEMENT SYSTEM SERVICE

Overview

The Financial Management System (FMS) Service provides oversight on systems matters relating to accounting, reporting and interfaces that affect FMS and MinX. VA's current financial system framework consists of FMS as the core financial system and a variety of subsidiary and feeder systems which process transactions of various types. MinX is the VA financial report system used to produce financial statements for external reporting. FMS Service also plans long-range financial systems modernization initiatives.

Functions and Activities

- Maintains FMS, VA's legacy core accounting system.

- Ensures that systems passing financial information to FMS comply with Government-wide accounting principles and standards and with financial systems policy/automated financial data exchange requirements.
- Monitors security related issues (access and maintenance) for both FMS and MinX applications.
- Provides Annual Close support.
- Resolves system issues and implements internal controls in VA accounting systems.
- Plans and manages modernization efforts for VA's financial systems.

OFFICE OF FINANCIAL PROCESS IMPROVEMENT AND AUDIT READINESS (047J)

Overview

The Office of Financial Process Improvement and Audit Readiness (OFPIAR) provides accountability and sustained focus for remediating financial statement audit findings Department-wide and coordinates business process improvements to improve VA's internal controls. FPIAR is also VA's lead organization for several Government-wide data initiatives, including USAspending.gov and the Financial Innovation and Transformation (FIT) initiative.

Functions and Activities

- Serves as principal advisor to the DAS for Finance on all matters related to financial internal controls and audit readiness.
- Provides oversight, direction, and coordination regarding the annual financial statement audit, the Data Act, and other Federal data initiatives.

FINANCIAL PROCESS IMPROVEMENT & AUDIT READINESS SERVICE

Overview

The Financial Process Improvement and Audit Readiness Service serves as liaison with VA's auditors for the Department's annual financial statement audit. The Service leads the Department and various Stakeholders in remediating audit findings, developing processes to enhance business practices, and improving financial internal controls.

Functions and Activities

- Monitors Corrective Action Plans (CAPs) for all identified financial statement audit findings.
- Leads Departmental audit follow up, collecting and submitting documents, artifacts, data extracts and reports requested by the auditors.
- Supports the development and execution of business process improvements across the Department to improve internal controls.

DATA QUALITY SERVICE

Overview

The Data Quality Service (DQS) is VA's lead for complying with the USAspending.gov initiative, the Data Act, the FIT initiative, and the President's Executive Order – *Making Open and Machine Readable the New Default for Government Information*. DQS also collects and submits financial data pertaining to OM's Open Data/Data Assets initiative.

Functions and Activities

- Collects and reports VA financial data responsive to the USAspending.gov initiative.
- Collects and submits financial data for OM's Open Data/Data Assets initiative.
- Collects and submits VA financial data for the FIT initiative.
- Collects and reports VA data pertaining to the President's Executive Order, Making Open and Machine Readable the New Default for Government Information.
- Reviews the requirements of the Data Act to determine next steps for collecting data.

OFFICE OF FINANCIAL POLICY (047G)

Overview

The Office of Financial Policy (OFP) is responsible for Department-wide financial policy, preparing VA's annual Consolidated Financial Statements, and leading VA's efforts to reduce improper payments. OFP also provides guidance to affected offices on grants management issues.

Functions and Activities

- Serves as principal advisor to the DAS for Finance on all matters related to financial policy, VA's Consolidated Financial Statements, and VA's efforts to reduce improper payments.
- Provides oversight, direction, and coordination for VA grants management.

ACCOUNTING POLICY SERVICE

Overview

The Accounting Policy Service provides VA-wide financial policy and guidance. Policies include finance and accounting, payroll, travel, financial reporting, cash and debt management, and other Government-wide financial programs and initiatives.

Functions and Activities

- Develops and issues VA financial, payroll, travel, and charge card policies and procedures and ensures their compliance with all financial laws and regulations.
- Responds to financial, payroll, travel, and charge card policy inquiries.
- Reviews and analyzes Financial Management System (FMS) transactions for US Standard General Ledger, budget object codes (BOCs), and other accounting transactions.
- Assists with passport applications and receipt.
- Assists in the annual preparation of the Consolidated Financial Statements and other reporting requirements.

COST AND DEBT MANAGEMENT SERVICE

Overview

The Cost and Debt Management Service develops and promulgates VA entity-wide cash, cost, debt, and improper payment financial management policy, as well as prepares, reviews, and disseminates VA's consolidated financial

reporting on cash management, cost accounting activities, status of managed debts, and efforts for remediating and measuring improper payments.

Functions and Activities

- Prepares Section IV of the Performance and Accountability Report (PAR) pertaining to annual reporting for the Improper Payments Elimination and Recovery Act of 2010 (IPERA).
- Reports VA-wide High-Dollar Overpayments quarterly to the Office of Inspector General (OIG) and the public, and reports VA-wide debt management and collection information quarterly to Treasury and OMB, including the Treasury Report on Receivables (TROR).
- Evaluates legitimacy and provides recommendations regarding requests for agent cashier liability relief, requests of SECVA to grant Equitable Relief, and debt write-offs in excess of \$100,000.00.
- Establishes VA's BOCs and cost centers in accordance with Federal Accounting Standards Advisory Board Standards #4 and #7, Government Performance and Results Act of 1993 (GPRA) and GPRA Modernization Act of 2010 (GPRMA), and OMB Circular A-11 to aid the Department with measuring and assessing relevant program outputs as a basis for comparing actual results with established Department goals.
- Establishes and implements policies and procedures governing VA's:
 - Internal and external cash flow management as required by Department of Treasury Financial Manual
 - Debt financial management and collection standards according to Federal laws, regulations, and OMB Circular A-129
 - Efforts related to the identification and recovery of improper payments as required in OMB Circular A-123, Appendix C

GRANTS MANAGEMENT SERVICE

Overview

The Grants Management Service develops grants management policies, and provides guidance on grants management issues to affected offices at all organizational levels within the Department.

Functions and Activities

- Develops and updates grants policy.
- Provides guidance to grant program offices regarding the implementation of new guidance and regulations.
- Develops administrative tools and templates for individual program offices to leverage.

MANAGEMENT AND FINANCIAL REPORTS SERVICE

Overview

The Management and Financial Reports Service prepares VA's financial statements and related financial information in accordance with the laws and regulations of the United States Government, principally the Chief Financial Officers Act (CFO Act) of 1990 and the Government Management Reform Act (GMRA) of 1994. The principal financial statements are prepared to report the financial position and results of operations of VA pursuant to the requirements of 31 USC 3515 (b).

Functions and Activities

- Prepares financial statements, footnotes, supplementary financial information and management's discussion and analysis of financial position for VA's Performance and Accountability Report (PAR).
- Assists in the coordination of the financial statements audit, preparing the bulk of auditor requested schedules and responses to auditor points/questions and reconciliations.
- Reports VA-wide financial information monthly to Treasury and OMB for Government-wide consolidation.
- Assists in financial policy development and review.

FRANCHISE FUND OVERSIGHT OFFICE (047F)

Overview

The Franchise Fund Oversight Office (FFO) manages VA's Franchise Fund. The VA Franchise Fund is a revolving fund that provides common administrative support services to VA and other Government agencies (OGAs) on a fee-for-service basis. The Fund is comprised of the FFO, which serves as the administrative office, and six self-supporting lines of business (Enterprise Centers): Enterprise Operations (EO), Debt Management Center (DMC), Financial Services Center (FSC), Law Enforcement Training Center (LETC), Records Center and Vault (RCV), and Security and Investigations Center (SIC). OF oversees FFO, DMC, and FSC operations, whereas other VA organizations oversee the other Enterprise Centers (i.e., EO, LETC, RCV, and SIC).

Functions and Activities

- Provides administrative support to the Enterprise Centers by directing and analyzing budget formulation and execution processes.
- Administers financial resources and oversees business planning activities for the Enterprise Centers.
- Manages the annual financial statement audit for VA's Franchise Fund.
- Prepares the annual reports and strategic plans.
- Provides advice and counsel to the Enterprise Centers on rate setting for their customers.
- Keeps abreast of current trends, and ensures the Enterprise Centers are kept informed of policies, political climate, and legislation impacting operations.
- Serve as the liaison between the Enterprise Centers, their customers, and the VA Franchise Fund Board of Directors.

DEBT MANAGEMENT CENTER (389DMC)

Overview

The Debt Management Center (DMC) operates as an Enterprise Center of the VA Franchise Fund and provides debt collection and financial services on a fee-for-service basis (i.e., receives no Federally appropriated funds) to VBA and VHA.

Functions and Activities

- Serves as principal advisor to the DAS for Finance, accountable to the Franchise Fund Board of Directors, on all matters related to debt collection operations for VA benefit programs.
- Provides oversight, direction, and coordination for the overall debt collection operation

INFORMATION TECHNOLOGY DIVISION

Overview

The Information Technology Division provides all support for the maintenance, enhancement and accessibility of the automated debt and financial system.

Functions and Activities

- Ensures system accessibility.
- Develops and implements system modifications to correct misprocessing.
- Prepares specifications to incorporate new legislative initiatives or add enhancements aimed at improving collection functions.
- Provides management with current information and statistics on the collection file.

OPERATIONS DIVISION

Overview

The Operations Division is responsible for the daily operation of the DMC in terms of mail and workload distribution, responding to Veterans' written and telephone inquiries, payment processing, and employee development and supervision.

Functions and Activities

- Manages all daily debt and financial functions and processes.
- Monitors 192 toll-free Veteran-facing telephone lines.
- Provides statistics, trends, and estimates for workload analysis and business decisions.
- Manages, trains, and supervises DMC's collections staff.

SUPPORT SERVICES DIVISION

Overview

The Support Services Division provides administrative support for the DMC to include budget development and execution, facility management, HR support, procurement, and travel services.

Functions and Activities

- Reviews, monitors, and recommends changes to financial policy as it relates to debt collection activities.
- Coordinates, monitors, and maintains all inter-service support agreements and Service Level Agreements affecting DMC's operations.
- Provides human resources liaison services required to support daily operations.
- Provides procurement services in terms of contract support and filling the operating needs of the DMC on a day-to-day basis.
- Creates, monitors, and implements DMC's operating budget and the related business plan.
- Coordinates all facility issues such as maintenance, utilities, and renovations.

FINANCIAL SERVICES CENTER (104/00)

Overview

The 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 (i.e., receives no Federally appropriated funds) to VA and other Governmental agencies.

Functions and Activities

- Serves as a principal advisor to the VA's DAS for Finance, and is accountable to the Franchise Fund Board of Directors, on all matters related to the operation of the FSC.
- Manages FSC's Executive Steering Committee and Business Process Review meetings.
- Provides oversight for all FSC service lines and FSC's Equal Employment Opportunity program.
- Coordinates hiring actions and other human resource efforts.
- Disseminates communications throughout FSC.
- Represents the FSC on Shared Service Provider related working groups.
- Serves on the E-Gov Travel Service 2 (ETS2) Executive Steering Committee.

CORPORATE TRAVEL MANAGEMENT AND REPORTING OFFICE

Overview

The Corporate Travel Management and Reporting Office (CTRO) manages the Department's conference planning and congressional reporting on conferences. CTRO also processes Government-issued passports for VA personnel.

Functions and Activities

- Manages VA's Conference Planning and Execution Briefing Cycle.
- Develops and delivers congressionally mandated reports per Public Law 112-154, Section 707; develops and delivers annual reports as prescribed by OMB Memorandum M-12-12 and OMB Memorandum 11-35.
- Monitors VA conference policies and procedures (VA Handbook 0632) and updates them as required.
- Develops and manages the Conference Oversight and Reporting Knowledgebase (CORK) Web-based program.

FINANCIAL ACCOUNTING SERVICE

Overview

The Financial Accounting Service (FAS) is responsible for financial reports and accounting, nationwide accounting services, common administrative fiscal services for 12 stations, construction accounting, and Microsoft Dynamics® accounting services. One of the primary functions of FAS is to ensure accounting transactions are properly recorded, reconciled, and reported to Treasury and OMB. FAS staff prepare nationwide financial reports and have functional responsibility for implementing and coordinating Financial Management System changes for VA. FAS also prepares and submits the "Report of Transactions" (SF 224) and "Report on Budget Execution and Budgetary Resources" (SF 133). FAS supports VA reporting for the Government-wide Treasury Account Symbol Adjusted Trial Balance System (GTAS) and intragovernmental reporting, as well as invoicing, collections, and financial statements for all VA Franchise Fund Enterprise Centers. FAS staff provides Intragovernmental Payment and Collection System,

Intragovernmental Reconciliation, Treasury Reconciliation, Agent Cashier Accountability, Financial Systems Oversight, and FMS Annual Close services to VA.

Functions and Activities

- Prepares and reconciles financial reports.
- Provides VA nationwide, station, and intragovernmental accounting services.
- Coordinates VA implementation of Treasury cash modernization initiatives.
- Performs financial systems oversight.
- Processes FMS service requests.
- Provides Agent Cashier accountability.
- Provides financial policy support.
 - Offers financial system and accounting training.

FINANCIAL HEALTHCARE SERVICE

Overview

The Financial Healthcare Service (FHS) is responsible for the payment of medical claims for its VA and other government customers. FHS provides a wide range of services associated with the payment of medical claims starting with receipt and intake of the claim, Electronic Data Interchange or optical character recognition (OCR) conversion of paper claims, the calculation of a reimbursement amount on the claim using a commercial off-the-shelf claims adjudication engine, and the payment and generation of an explanation of benefits to the provider. In addition, a Web based medical care authorization portal is available along with a portal accessible by the medical providers to check their claim status.

Functions and Activities

- Supports claim processing for the Department of Homeland Security (DHS) Immigration and Customs Enforcement Health Service Corps (IHSC) and the Department of Health and Human Services (HHS) Office of Refugee Resettlement (ORR).
- Processes contract dialysis claims for VHA.
- Partners on a major pilot project with the VHA Non-VA Purchased Care Office to develop a comprehensive claims processing system designed to be the future-state system for Purchased Care.
- Shares co-partnership with VHA for the development of a new process to pay medical claims to families stationed at Camp Lejeune, North Carolina from Jan 1957 to December 1987.

FINANCIAL OPERATIONS SERVICE

Overview

The Financial Operations Service (FOS) is responsible for a full range of financial operations, including electronic vendor payment services, payroll support services, customer relationship management, vendor file maintenance, and payment resolution services. FOS's electronic invoicing service, in partnership with commercial partners, incorporates innovative technology to eliminate paper invoices, reduce manual processing, improve quality, and reduce operating costs. FOS' state of the art workflow system includes capabilities such as automated business rules,

3-way matching, approval interfaces, automatic payment transaction creation, service oriented architecture, and automated correspondence. Under the Payroll Modernization initiative, FOS supported VA's migration of payroll activities to DFAS as VA's payroll provider and now provides a "one-stop" resource for VA payroll offices to contact regarding DFAS payroll processing questions and assistance. FOS also provides Tier 1 Help Desk support to the new VATAS application as well as VATAS contract management after VA-wide implementation. FOS payroll staff provides local payroll support to over 13,000 employees across the country including VACO, NCA, and selected OIT and VBA Stations.

Functions and Activities

- Provides commercial vendor payment services.
- Performs vendor file maintenance services.
- Performs customer relationship management services.
- Performs payroll support services.
- Provides local payroll services.

FINANCIAL SUPPORT SERVICE

Overview

The Financial Support Service (FSS) provides administrative and facility management services, business continuity planning, internal auditing and recovery audit services, enterprises-wide business services, and staff training development supporting FSC operations. FSS also provides grant auditing and business services to VA customers.

Functions and Activities

- Coordinates FSC performance measurement and monitoring.
- Provides audit recovery services.
- Performs internal audit and oversight.
- Provides grant auditing services.
- Provides procurement support.
- Performs internal business office functions.
- Facilitates employee training and development.
- Provides project management support.
- Executes disaster recovery activities.

INFORMATION TECHNOLOGY SUPPORT SERVICE

Overview

The Information Technology Support Service (ITSS) is comprised of Office of Information and Technology employees and information & technology (IT) contractors. These critical resources support all aspects of the software development life cycle as well as manage and maintain the FSC IT infrastructure. ITSS assures FSC's local area network, desktops, mobile devices and data repositories are secure and meet all VA and Federal information security requirements.

Functions and Activities

- Performs development/maintenance of in-house applications.
- Assesses FSC enterprise and system architecture.
- Performs capacity planning.
- Performs IT-related continuity of operations and disaster recovery functions.
- Performs database, server, and desktop administration.
- Provides IT customer service help desk support.
- Provides electronic commerce and electronic data interchange consulting and processing services.

PURCHASE CARD AND TRAVEL SERVICE

Overview

The Purchase Card and Travel Service (PCTS) provides a wide array of travel and purchase card services to VA and OGA customers. PCTS recently expanded its services to include oversight of VA's charge card operations and is being utilized to lead VA's transition from the current E-Gov Travel Service 1 (ETS1), FedTraveler.com, to the E-Gov Travel Service 2 (ETS2), Concur Government Edition. PCTS also oversees the VA ETS and serves as Global System Administrator for all VA organizations.

Additionally, PCTS ensures adherence to VA policies and Federal laws; specifically, Office of Management and Budget (OMB) A-123, Management's Responsibility for Internal Control, and Public Law 112-194, Government Charge Card Abuse Prevention Act of 2012. PCTS serves as the liaison to U.S. Bank to manage VA Purchase, Travel, Fleet, FEE, and Prime Vendor accounts. PCTS also provides lockbox exception processing services for processing and depositing large volumes of payments. PCTS' charge card cliental includes multiple OGAs who benefit from discounts and rebates earned through VA's buying power.

Functions and Activities

- Performs credit card operational oversight, management, and credit card system services (Purchase Card, Fleet Card, and Travel Card).
- Provides travel services (Temporary Duty Travel and Permanent Change of Station).
- Provides travel card management services

Authorities

Government Management Reform Act of 1994

PL 103-356

Military Quality of Life and Veterans Affairs Appropriations Act, 2006

PL 109-114

OMB Memorandum 11-35, dated September 21, 2011

OMB Memorandum 12-12, dated May 11, 2012

Public Law 112-154, Section 707

VA Chief of Staff Memorandum dated September 26, 2012

OFFICE OF PERFORMANCE MANAGEMENT (048)

Overview

The Office of Performance Management (OPM) coordinates the performance management activities of VA in compliance with the Government Performance and Results Act of 1993 and GPRA Modernization Act 2010. OPM supports the Deputy Secretary through the EICOM to keep the VA leadership informed on various thought leadership initiatives related to situational awareness of by managing all aspects of enterprise corporate performance measurement and reporting indicators across VA for improved operations and for reporting to external stakeholders.

Functions and Activities

- Plans, facilitates, and documents performance measurement and reporting within the Department and with outside stakeholders.
- Administers the Monthly Performance Review (MPR) which enables VA leadership to review program progress, resolve performance problems, and assist leadership in focusing on top priorities and problems within the context of performance, budget and workload results.
- Produces the Performance and Accountability Report (PAR) which is VA's annual report card to Congress and the American public to communicate how well VA performed over the past year.
- Oversees the quarterly status reporting process to OMB for the APGs, ambitious near-term goals chosen by VA leadership to communicate performance improvements based on the Department's key priorities.

Authorities

Government Performance and Results Act of 1993

Government Performance and Results Modernization Act of 2010

OFFICE OF ASSET ENTERPRISE MANAGEMENT (044)

Mission Statement

The Office of Asset Enterprise Management (OAEM) provides the Assistant Secretary for Management/Chief Financial Officer, DEPSECVA, and the SECVA with objective oversight and advice regarding the acquisition, management and disposal of VA capital assets.

Overview

The OAEM Director is the Senior VA Real Property Officer as well as the Senior Sustainability Officer, which is the senior Department official for the Department's Green Management Program (energy, environment, vehicle fleet and sustainable building). The office oversees capital asset (i.e., buildings and real property leases) activities to ensure effective and prudent portfolio and asset performance management throughout the entire asset life cycle. OAEM develops and disseminates governance policies, processes, and performance measurement systems for the Department's capital asset management programs. OAEM manages the Department's Strategic Capital Investment Planning (SCIP) process and chairs the SCIP Panel and Board. The Office provides guidance, standards, and technical expertise with respect to individual investments and infrastructure-related programs and initiatives. Additionally, it is responsible for serving as the principal policy office and business advisor regarding capital investment selection and execution, sustainability planning, and real property asset disposal planning. Finally, OAEM is the responsible program office for VA's Enhanced-Use Lease (EUL) program, allowing the Secretary to lease land or buildings to public, private, and/or non-profit partners for up to 75 years to provide housing for homeless Veterans and their families.

CAPITAL OPERATION AND PROGRAM SERVICE (044A)

Overview

The Capital Operation and Program Service provides administrative support to OAEM.

Functions and Activities

- Correspondence management
- Space management
- Human resource support activities
- Payroll processing
- Office supplies inventory maintenance

CAPITAL ASSET POLICY, PLANNING AND STRATEGY SERVICE (044B)

Overview

The Capital Asset Policy, Planning and Strategy Service manages the Department's SCIP Process.

Functions and Activities

- SCIP process allows VA to develop an integrated and prioritized list of projects annually.
- Produces the VA Long Range SCIP.
- Prepares VA's annual Capital Program Budget Submission.
- Develops legislative analysis pertaining to capital programs and investments.
- Manages VA/DoD coordination on capital planning issues.

INVESTMENT AND ENTERPRISE DEVELOPMENT SERVICE (044C)

Overview

The Investment and Enterprise Development Service executes the Enhanced Use Lease (EUL) Program.

Functions and Activities

- Addresses issues associated with project planning and development, negotiations, terms, and amendments to a given EUL project.
- Manages the Building Utilization Review and Repurposing initiative designed to help provide housing for homeless and at-risk Veterans and their families.

CAPITAL ASSET MANAGEMENT SERVICE (044D)

Overview

The Capital Asset Management Service provides oversight, management, and analysis of VA's real property portfolio.

Functions and Activities

- Oversees VA's real property disposal process, including planning, reuse, repurpose, and other reporting.

- Maintains responsibility for EUL post transaction oversight.
- Implements Federal Real Property Council (FRPC) reporting requirements and performance tracking associated with VA's real property portfolio.
- Manages the implementation of Office of Management and Budget's (OMB) Real Property Cost Savings and Innovation Plan, including Freeze the Footprint (FTF) by providing guidance, tracking, and reporting on progress.
- Manages the assignment of Accounting Classification Codes for leases and agreements.
- Performs analysis of the Department's portfolio for capital planning purposes, including space analysis and condition analysis, among other factors.
- Represents the Department on various Federal real property groups, such as the Federal Real Property Council and associated working groups, and acts as VA's real property liaison with OMB, General Services Administration (GSA), and Government Accounting Office.
- Provides and maintains Department-wide guidance on the Enhanced-Use Lease Program through VA Directive 7415 and VA Handbook 7415.
- Provides and maintains Department wide guidance on post-transaction of Enhanced-Use Lease projects through VA Directive 7454 and VA Handbook 7454. Provides systems support for:
 - Capital Asset Management System
 - Capital Asset Inventory System
 - SCIP Automation Tool
 - SCIP SharePoint sites
 - OAEM Records Management tool (Records Center)
 - EUL Information system
 - OAEM SharePoint sites
- Generates mandatory reports.
 - Produces the OMB-required Real Property Cost Savings and Innovation Plan, including FTF.
 - Provides EUL Post-Transaction Compliance monitoring and oversight, including annual EUL Consideration Report.
 - Produces required annual reports to GSA (Federal Real Property Profile)

GREEN MANAGEMENT PROGRAM SERVICE (044E)

Overview

The Green Management Program Service executes the Department's Green Management Program to include developing policies and monitoring key aspects of VA's sustainability efforts, such as:

- National Environmental Policy Act
- Energy management
- Environmental management
- Vehicle fleet management
- Sustainable buildings
- Greenhouse gas emissions management
- Climate Change Adaptation
- Environmental Justice.

Functions and Activities

- Prepares VA's Climate Change Adaptation Planning Strategy as required by the White House Council on Environmental Quality.
- Prepares data for OMB's Sustainability/Energy Scorecard and related reporting and compliance.
- Develops VA's Strategic Sustainability Performance Plan and its Environmental Justice Strategy.

Authorities

10 CFR 434

10 CFR 435

10 CFR 436

Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (CERCLA or Superfund) (42 USC § 9601 et seq.)

Clean Air Act of 1970, as amended, (CAA) (42 USC §7401 et seq.)

Clean Water Act of 1977 (CWA) (33 USC § 1251 et seq.)

Emergency Planning and Community Right-to-Know Act of 1986 (EPCRA) (42 USC 1011 et seq.)

Farm Security and Rural Investment act of 2002 (FSRIA), Section 9002 (7 USC 8102)

National Environmental Policy Act (NEPA) (42 USC 4321 et seq.)

Food, Conservation and Energy Act of 2008 (FCEA) Section 9002 (PL 110-246)

Pollution Prevention Act of 1990 (PPA) (42 USC §§ 13101-13109)

Resource Conservation and Recovery Act of 1976 (RCRA) (42 USC § 321 et seq.)

Safe Drinking Water Act of 1974 (SDWA) (42 USC § 300 et seq.)

Superfund amendments and Reauthorization Act of 1986 (42 USC 9601 et seq.)

Toxic Substance Control Act of 1976 (42 USC § 2601 et seq.)

PL 110-140, 121 Stat. 1492

PL 102-486, 106 Stat. 2776

PL 109-58, 119 Stat. 594

EP Act Transportation Regulatory Activities

EO 13327+

EO 13423

EO 13514

EO 13653

Presidential Memorandum – Implementation of Energy Savings Projects and Performance-based Contracting for Energy Savings

Presidential Memorandum – Federal Fleet Performance

Federal Acquisition Streamlining Act of 1994

40 CFR Protection of the Environment, Sections 1-1500
41 CFR Chapter 101, Part 101-18
48 CFR Federal Acquisition Regulations
Federal Management Regulation, 102-34
Federal Management Regulation, 102-5
GSA's General Reference Guide for Real Property Policy, April 1998,
<http://policyworks.gov/org/main/mp/library/policydocs/refguide.pdf>.
General Services Administration Regulations (GSAR)
Government Performance and Results Act of 1993
PL 95-619, 92 Stat. 3206
42 USC 8252 et seq.
Office of Management and Budget Capital Programming Guide
OMB Circular A-11
38 USC § 2405
38 USC § 8103
38 USC § 8104
38 USC §§ 8118, 8122
38 USC § 8122
38 USC § 8163(c)(4)
38 USC § 8122
38 USC § 8122(a)(3)
38 USC §§ 8161-8169
40 USC § 471 et seq.
42 USC §§ 4321-4370d
42 USC §§ 9601-9675
VA Directive 0011. 0055, 00560057, 0058, 0059, 0062, 0063, 0064, 0065. 0066. 0067, 0637
VA Handbook 0055.2
VA Handbook 0637
VA EUL Handbook and Directive 7415

OFFICE OF BUSINESS OVERSIGHT (043)

Overview

The Office of Business Oversight (OBO) is the Department's primary quality assurance organization for finance, logistics, and capital-asset management activities. Other functions include improving internal review coverage of VA field activities; ensuring consistent application of policy, procedures, and regulations; and ensuring the integrity of VA financial operations. OBO's Director's Office and two supporting services—Management Quality Assurance Service (MQAS) and Internal Controls Service (ICS)—are located in Austin, TX.

INTERNAL CONTROLS SERVICE

Overview

The Internal Controls Service (ICS) reviews internal controls over financial reporting.

Functions and Activities

- Performs internal control assessments of VA's internal controls over financial reporting, remediation activities, and the preparation of the Department's annual Statement of Assurance related to internal controls over financial reporting.
- Tests VA's internal controls over financial reporting.

- Remediates deficiencies found in the assessment and testing of VA's internal controls over financial reporting.
- Prepares the Department's annual Statement of Assurance related to internal controls over financial reporting.
- Coordinates the VA Senior Assessment Team's conduct of business on issues of enterprise-wide importance, such as internal controls over financial reporting.
- ICS tests and provides technical assistance to program offices for remediation VA's USAspending.gov submissions/program established to fulfill requirements of the Transparency Act, which requires all Federal agencies to report all expenditures spending on the Website.
- Tests VA's USAspending.gov submissions.
- Remediates deficiencies found in VA's USAspending.gov submissions and program.

Reviews internal controls over financial reporting.

- Performs internal control assessments of VA's internal controls over financial reporting, remediation activities, and the preparation of the Department's annual Statement of Assurance related to internal controls over financial reporting.
- Tests VA's internal controls over financial reporting.
- Remediates deficiencies found in the assessment and testing of VA's internal controls over financial reporting.
- Prepares the Department's annual Statement of Assurance related to internal controls over financial reporting.
- Coordinates the VA Senior Assessment Team's conduct of business on issues of enterprisewide importance, such as internal controls over financial reporting.

Tests and provides technical assistance to program offices for remediation VA's USAspending.gov submissions/program established to fulfill requirements of the Transparency Act, which requires all Federal agencies to report all expenditures spending on the Website.

- Tests VA's USAspending.gov submissions.
- Remediates deficiencies found in VA's USAspending.gov submissions and program.

MANAGEMENT QUALITY ASSURANCE SERVICE

Overview

The Management Quality Assurance Service (MQAS) reviews the Department's financial, logistics, and capital asset management activities, and conducts data analytics and continuous monitoring, primarily through field station reviews, to ensure compliance with various Federal and Departmental laws, regulations, and policies. MQAS also conducts advisory reviews and services as requested by VA Chief Financial Officer and other customer groups.

Functions and Activities

- Provides management oversight of internal review operations and audit divisions conducting compliance/internal audit reviews of the Department's financial, logistics, and capital asset management activities.
- Advises senior leadership on internal audit topics.
- Provides strategic direction and sets organizational performance measures.
- Oversees the organizational audit planning and reporting process.
- Manages all financial aspects of the organization include budget formulation and execution and financial operations.
- Develops and maintains organizational policies and procedures.
- Develops and maintains the employee development and training program.
- Manages the organization's executive correspondence/concurrence actions.
- Manages human resources actions for the organization.
- Oversees the procurement and logistics functions of the organization.
- Recommends changes to VA and Administration policies and procedures.
- Serves on various VA advisory boards and committees.

ADMINISTRATIVE SERVICES DIVISION

Overview

The Administrative Services Division provides all operational administrative support for MQAS management and audit staff.

Functions and Activities

- Provides administrative support for classification, recruitment, employee relations, and performance management actions.
- Manages the Talent Management Systems (TMS) mandatory training, compliance, and deficiencies.
- Procures and records training for MQAS employees.
- Serves as organizational telework coordinators.
- Serves as the Position Management Committee.
- Provides oversight for payroll activities affecting MQAS employees.
- Serves as MQAS Agency/Organization Program Coordinator for travel cards
- Manages the time and leave units in MQAS and provides oversight for timekeepers.
- Manages the travel process.

- Provides support for formulation, preparation, submission, and execution of the MQAS internal budget, operating plans, OMB submissions and President’s Budget.
- Ensures proper execution and reporting MQAS operating budget.
- Ensures prompt obligations, payments, and oversight for financial obligations.
- Manages daily, monthly, quarterly, and annual reporting on budget execution.
- Provides oversight for mid-year and internal budget formulation.
- Procures goods and services at or below the micro-purchase level.
- Serves as liaison, managing all procurements over the micro-purchase level in coordination with acquisition professionals.
- Issues all MQAS official audit correspondence.
- Reviews internal and external program and policy issues affecting the Office and recommending adjustments to internal policies and procedures as necessary.
- Manages and procures office supplies.

REVIEW SERVICES DIVISION

Overview

The Review Services Division (RSD) provides oversight of Government charge card transactions (purchase cards, fleet cards, and convenience checks), identified through data mining and random statistical sampling, for compliance with Federal and VA policies and procedures. RSD also supports other MQAS divisions by providing recommendation implementation verification activities, IT liaison functions, and document management support services, as well as technical and administrative expertise.

Functions and Activities

- Performs data analytics and random sampling of charge card transactions and associated follow-up activities.
- Provides specialized review support to each division, including augmenting audit staff from other divisions.
- Supports the IT environment for the Service through liaison activities with the Chief Information Officer organization.
- Supports MQAS staff with the front- and back-end correspondence requirements of the reporting process.
 - Provides management support services for MQAS, including physical security planning and monitoring, inventory and records management, and Contracting Officer’s Technical Representative responsibilities for MQAS contracts.

PURCHASED CARE DIVISION

Overview

The Purchased Care Division (PCD) provides oversight and reviews to evaluate and improve Department purchased care activities and to ensure compliance with various Federal and Departmental laws, regulations, and policies. PCD

oversight is accomplished through a combination of site reviews of field facilities, special projects, data analytics, and continuous monitoring.

Functions and Activities

- Evaluates VHA and CBO clinical and financial operations to verify compliance with determination of Veteran and payment eligibility requirements for treatment provided through the purchased care program.
- Provides oversight of medical and financial authorizations associated with purchased care activities.
- Ascertains payment accuracy and claims processing timeliness for Millennium Health Care Benefits Act (Mill Bill) inpatient and outpatient care, authorized inpatient and outpatient care, home health care, unauthorized inpatient care, dental services, community nursing home care, and dialysis services provided by non-VA health care providers.
- Facilitates improvements in purchased care management activities by providing oversight of internal controls.
- Ensures operational improvements by building effective, value-added recommendations to ensure weaknesses identified during purchased care reviews are addressed and changes in resource utilization, processes, and workflows are reported to management.

HEALTH CARE FINANCIAL ASSURANCE DIVISION

Overview

The Health Care Financial Assurance Division (HCFAD) provides oversight and reviews to evaluate and improve VHA financial management operations primarily in the areas of expenditures and revenues. HCFAD oversight is accomplished through a combination of site reviews of field facilities, special projects, data analytics, and continuous monitoring.

Functions and Activities

- Evaluates VHA and CBO medical facility financial operations for compliance with applicable guidance, policies, and procedures.
- Ensures VA medical facilities have effective and efficient internal controls and provides oversight for collecting and managing revenue and expenses.
- Ensures operational improvements by building effective, value-added recommendations to ensure weaknesses identified during reviews are addressed and changes in resource utilization, processes, and workflows are reported to management.

ASSET ACCOUNTABILITY DIVISION

Overview

The Asset Accountability Division (AAD) provides oversight and reviews to evaluate and improve VA capital asset, financial, and logistics management operations by conducting reviews of property, plant, and equipment (PPE) payment accountability, and logistics management operations. AAD oversight is accomplished through a combination of site reviews of field facilities, special projects, data analytics, and continuous monitoring.

Functions and Activities

- Evaluates environmental and disposal liabilities and deferred maintenance to ensure they are properly estimated, recorded, and supported.
- Ensures projects associated with work-in-process transactions are still active.

- Ensures real property assets are properly recorded, capitalized, and supported.
- Evaluates proper funding for minor construction and non-recurring maintenance projects.
- Ensures payments are made in accordance with contract requirements and controls over the payment function are in place, being used as intended, effective, and managed in accordance with applicable guidance.
- Ensures proper oversight by the contracting officer's representative, contracting officer, or certifying official.
- Reviews VHA medical facilities to ensure appropriate control of accountable, nonexpendable property inventories through accurate personal property management processes.
- Reviews expendable inventory management to ensure accurate reporting and recording in the Generic and Prosthetics Inventory Packages.
- Evaluates facility receiving, shipping, distribution, stock, and excess property holding practices to ensure they provide adequate protection and accountability of supplies and equipment.
- Ensures operational improvements by building effective, value-added recommendations to ensure weaknesses identified during reviews are addressed and changes in resource utilization, processes, and workflows are reported to management.

BENEFITS FINANCIAL ASSURANCE DIVISION

Overview

The Benefits Financial Assurance Division (BFAD) provides oversight and reviews to evaluate and improve VBA financial operations, policy, and procedures. BFAD performs compliance reviews for VBA Compensation and Pension (CP) and Financial Management business lines. BFAD oversight is accomplished through a combination of site reviews of field facilities, special projects, data analytics, and continuous monitoring.

Functions and Activities

- Performs reviews that evaluate field compliance with applicable guidance, policies, and procedures and identified potential improper CP payments.
- Partners with VBA management to proactively address high-risk areas, develop initiatives for organizational-wide improvements, and identify emerging issues.
- Researches financial trends and technologies to provide VBA management the expertise, tools, and techniques needed to improve VA financial operations.
- Ensures operational improvements by building effective, value-added recommendations to ensure weaknesses identified during reviews are addressed and changes in resource utilization, processes, and workflows are reported to management.

Authorities

OMB Circular A-123
OMB Circular A-127
PL 97-255
PL 109-282

OFFICE OF ENTERPRISE RISK MANAGEMENT (045)

Overview

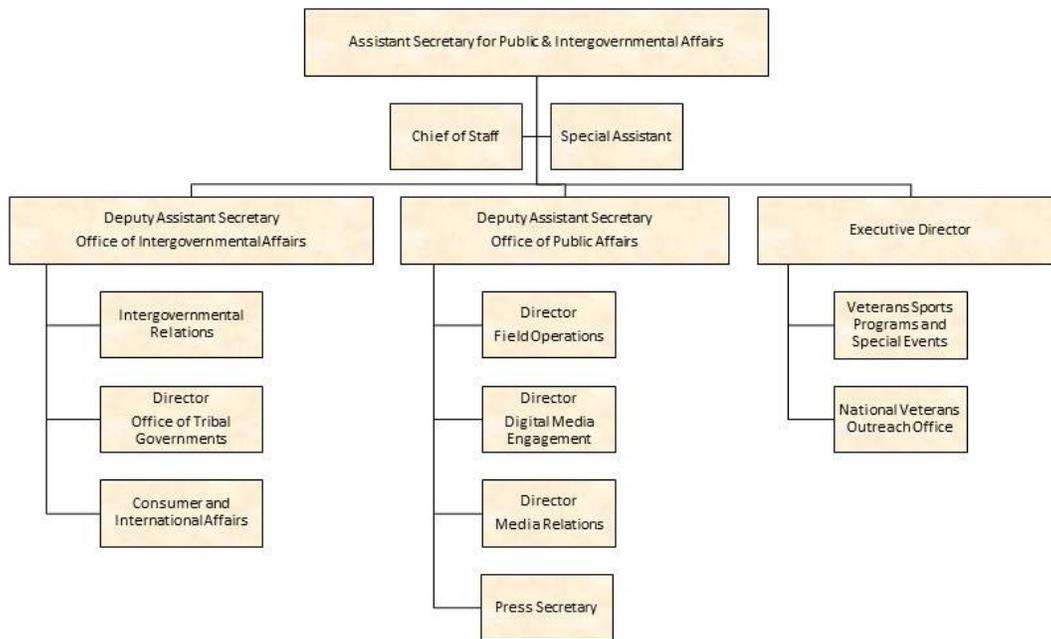
The mission of the Office of Enterprise Risk Management (OERM) is to implement a VA-wide enterprise risk management program and infrastructure to effectively manage strategic, enterprise risks and drive a Department-wide risk-aware culture. OERM's goals are to provide reasonable assurance that VA is managing its top, emerging enterprise risks that could threaten accomplishment of strategic goals and objectives, and advance greater integration of risk management into the management cycle at different levels throughout the Department.

Functions and Activities

OERM executes a VA OERM program that strives to provide the following:

- A center of excellence for enterprise risk management
- Early detection of enterprise risk
- A common, enterprise-wide risk management framework
- Enterprise risk governance, communications, training, processes and tools
- Active identification, assessment, prioritization, and reporting of enterprise risks
- Facilitation of risk response and monitoring of enterprise risks

OFFICE OF PUBLIC AND INTERGOVERNMENTAL AFFAIRS



Mission Statement

The Office of Public and Intergovernmental Affairs (OPIA) builds and maintains public confidence in the Department of Veterans Affairs by positively reinforcing its commitment and readiness to serve America's Veterans of all generations. OPIA develops, updates, and communicates 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 stakeholders.

Functions and Activities

- Oversees the Department's communications with Veterans, the general public, VA employees, and the news media.
- Develops, maintains, and communicates the Department's message through media relations, and public, intergovernmental, and Veteran engagement to empower Veterans and their families.
- Directs the Department's intergovernmental, international, and consumer affairs programs.
- Directs the Department's National Veterans Sports Program and Special Events Office.
- Directs the Department's National Veterans Outreach Office.
- Builds confidence in the VA and its readiness to serve America's Veterans of all generations.

OFFICE OF NATIONAL VETERANS SPORTS PROGRAMS AND SPECIAL EVENTS (002C)

Overview

The Office of National Veterans Sports Programs & Special Events' (NVSP&SE) mission is to motivate, encourage, and sustain participation and competition in adaptive sports among disabled Veterans and members of the Armed Forces through partnerships with VA clinical personnel as well as national and community-based adaptive sports programs. The office achieves this mission by providing information and resources to disabled Veterans, their support networks and those in the adaptive sports community.

Functions and Activities

Currently manages three national Veterans special events programs at fixed-sites: the Summer Sports Clinic, Winter Sports Clinic, and Training-Exposure-Experience (TEE) Tournament.

- Organizes broad spectrum of rehabilitative activities for Veterans and disabled members of the Armed Forces to meet event goals and objectives.
- Coordinates with host facilities to arrange the full spectrum of services (facilities, lodging, medical support, local financing, communications, and other requirements) to properly prepare for and execute events.
- Generates and maintains positive and supportive relations with Veterans Service Organizations (VSOs), adaptive sports organizations, and other relevant entities.
- Establishes media relations and information networks to publicize and support adaptive sports events and campaigns.
- Integrates all activities to complement other adaptive sports and special programs and manages resources in a cost-effective manner.

Currently manages three national Veterans special events programs with host facilities rotating annually: Creative Arts Festival, Golden Age Games, and Wheelchair Games.

- Organizes a broad spectrum of rehabilitative activities for Veterans and disabled members of the Armed Forces to meet event goals and objectives.
- Coordinates with each host facility to arrange the full spectrum of services (facilities, lodging, medical support, local financing, lodging, communications, and other requirements integral to preparation and execution of the respective event).
- Generates and maintains positive and supportive relations with VSOs, adaptive sports organizations and other relevant entities.
- Establishes media relations and information networks to support event and adaptive sports strategic information campaign.
- Conducts all activities in an integrated fashion to complement other adaptive sports and special programs and manage resources in a cost effective manner.
- Conducts comprehensive site surveys and selection programs to determine optimal host location for each rotating event.

Manages VA's Paralympic Program to create awareness, opportunities, and sustained participation in adaptive sports among Veterans and disabled members of the Armed Forces.

- Manages the Paralympic Program grant in partnership with the U.S. Olympic Committee's (USOC) U.S. Paralympics to enhance and expand local community-based adaptive sports programs.
- Administers the monthly assistance allowance program for Veterans in connection with U.S. Paralympics.
- Develops public-private partnership sponsorship of adaptive sport and special event programs.
- Develops strategic communication programs to support adaptive sport and grant programs.
- Manages grant monitoring and reporting processes to ensure compliance with congressional guidance and VA goals and objectives.
- Manages other grants to non-USOC organizations who support Veterans and disabled members of the Armed Forces.

Provides VA clinicians with informational tools and resources to assist them in promoting the benefits of adaptive sports, and in executing different NUSP and SE events and programs.

- Creates programs to educate and disseminate knowledge of adaptive sport programs to VA clinicians, such as the Rehabilitative Adaptive Sport Conference.
- Prepares and disseminates strategic communications campaigns to inform and educate, using Web-based tools and traditional media-based products.
- Creates new products to inform the public and key stakeholders such as the Adaptive Sports Toolkit.

Authorities

PL 110-389 §703

PL 106-579 § 3181

OFFICE OF NATIONAL VETERANS OUTREACH (002)

Overview

The Office of National Veterans Outreach coordinates outreach program activities and related communications efforts throughout the Department of Veterans Affairs to increase Veterans' awareness and confidence in VA's health care, benefits, and services.

Functions and Activities

Coordinates outreach program activities.

- Produces a bi-annual outreach report for Congress and a separate outreach plan for internal VA use.
- Develops and maintains Outreach Guide, the Outreach intranet page, and the centralized Outreach Database.
- Conducts outreach training for VA employees who serve in outreach duty assignments.

Working closely with the OPIA Executive Director, coordinates outreach program communications.

- Develops Departmental advertising policy.
- Administers/supports the VA Advertising Oversight Board (VAAOB).
- Administers the Department's national advertising plans.

Increases Veterans' awareness of and confidence in VA's health care, benefits, and services.

- Conducts pro-active outreach to military Servicemembers before they transition to the Veteran population.
- Develops partnerships with government, non-government, and private organizations to enhance the Department's outreach activities.

Coordinates communication planning activities.

- Develops annual planning calendar of outreach activities.
- Develops and distributes themes and messages to VA Administrations and Staff Offices, as appropriate.
- Coordinates communications and outreach efforts to promote common VA goals.

Manages VAs' national observance and special events functions, such as Veterans Day and Memorial Day.

- Coordinates and orchestrates event activities such as the National Veterans Day Observation at Arlington National Cemetery.
- 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 National Veterans Day Committee and inclusion of VSOs to Veterans Day and Memorial Day.

Authorities

38 USC § 6301-6308

OFFICE OF PUBLIC AFFAIRS (002)

Overview

The Office of Public Affairs (OPA) provides Veterans and their families' information through various media channels about VA benefits and programs. Through the preparation and dissemination of various communications materials, the Office provides essential information on program eligibility and operations to a variety of public entities. It maintains close liaison with media representatives and monitors print and broadcast news activity. It provides responses to inquiries concerning data and information about Department operations and policy.

Functions and Activities

Manages VACO's media relations program.

- Responds to media inquiries.
- Produces external media products (i.e., media releases, media advisories, and fact sheets).

- Coordinates 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 (VISN), Memorial Service Networks (MSN), and benefits centers nationwide.

- Coordinates regional press inquiries with VACO and supported VISNs, MSNs and benefits centers.
- Provides event support packages.
- Provides onsite public affairs support to traveling senior VACO leadership as required.
- Trains VISN, MSN, and benefits center public affairs personnel in their respective regions.
- Provides public affairs advice and counsel to VA regional leadership.
- Provides public affairs training and pre-event media preparation/coaching for senior VA personnel as well as onsite mission support, if requested.

Educates and informs internal audiences and key stakeholders through production and distribution of internal media products.

- Produces, films, and distributes timely video stories and products, including “The American Veteran.”
- Composes and publishes the “VAguard” 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.

Manages VA’s primary online and social 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.
- Manages VA’s Facebook, Twitter, and social media platforms and policy.
- 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..

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 anything to do with media.

- Synchronizes the Department’s key messages with the OCLA and other VA organizations or Staff Offices, as appropriate.
- Provides direct support to SECVA while on official travel.

OFFICE OF FIELD OPERATIONS (002)

Overview

The Office of Field Operations provides Department-level public affairs support throughout the United States and Puerto Rico to ensure that VA’s public and internal messages are provided to key stakeholders in the regions it supports. Field Operations provides public affairs advice and expertise to different VA organizations via seven regional offices in Atlanta, Chicago, Dallas, Denver, Los Angeles, New York, and Washington, DC.

Functions and Activities

- Facilitates interviews and responses to media queries in coordination with VACO Office of Media Relations and regional SMEs in their area of support.
- Distributes OPIA-generated media releases, media advisories, and internal field support packages for designated VA events to ensure synchronization of messages and effectiveness of information distributed to Veterans and key stakeholders.
- Provides onsite support as requested to senior regional and national VA leadership for press interviews and public engagements, including support to SECVA as required.
- Plans and executes training for VA facility public affairs personnel on a periodic basis 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 an annual national public affairs training academy, which trains more than 350 VA Public Affairs and Outreach Specialists.
- Provides periodic training for facility- and regional-level Public Affairs Officers. Develops written products for public affairs training and provides tailored training for the Department’s Public Affairs Career Specialists (1035-series).

EXECUTIVE WRITERS

Overview

Executive Writers are matrixed; they are assigned to OPIA, but are under the operational control of and report to OSVA. (See section 2.2.7.) Executive Writers prepare, review, revise, and edit executive communications, including speeches, congressional testimony, select personal correspondence, communications posted on Websites and messages for publication in myriad forums for the SECVA, DEPSECVA, and COSVA.

OFFICE OF MEDIA RELATIONS (002)

Overview

The Office of Media Relations (OMR) serves as the Department’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; manage, and execute media events (press conferences, interviews, media roundtables, media support to

major VA events, etc.); coordinate public affairs events with the Department's three Administrations and key program offices; draft, distribute, and maintain news releases and fact sheets, communications plans, white papers, and similar products; and train SMEs and Public Affairs Officers to develop their skills and improve their interactions with the news media.

Functions and Activities

- Drafts, coordinates, and implements communications plans.
- Composes, coordinates, and distributes news releases, talking points and related documents, such as statements articulating the Department's position, Questions and Answers (Q&As) for internal use, etc.
- Identify key news media personnel appropriate for an event, establish communications, and provide targeted written products to the news media.
- Provide detailed 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 full roster of VA public affairs professionals and 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.

Contracts with commercial SMEs 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.

Authorities

VA Handbook 8500

OFFICE OF DIGITAL MEDIA ENGAGEMENT (002)

Overview

The Office of Digital Media Engagement leverages existing and emergent Web-based technologies to provide the right information to the right VA stakeholder at the right time. Additionally, Digital Media Engagement creates and distributes various communication products designed through video, print, and online media to inform external and internal audiences of the many benefits, services, and programs available to Veterans and how they may access those benefits. It provides Department-wide technical guidance, editorial expertise, and production standardization for internal media products released by the VA.

Functions and Activities

Digital Media Engagement creates and maintains a coordinated Web culture across the enterprise to enhance the end-user experience on all of the Department's Websites. Digital Media Engagement also produces audio, visual, and

textual 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 social media.

- Provides multiple, daily Facebook, and Twitter updates with valuable VA information, and connects with Veterans through comments, blogs, and discussions.
- Creates and posts YouTube videos that highlight the work of VA employees and provides important information about the benefits and services that VA offers.
- Updates and maintains VA's Flickr site, which contains more than 11,000 photos and more than 1.1 million views.
- Researches and updates VA information posted on the blog Vantage Point.

Enforces and standardizes social media guidelines.

- Monitors and maintains the standards of VA's Web-based social media tools.

Oversees VA Web Governance.

- Manages the Department's Web Governance Board, which is responsible for training, standardization, and enforcement for VA's expansive Web properties.
- Creates enterprise-wide Web 101 training courses to enable Web managers across the Department to update and maintain VA's Websites.
- On behalf of the Board and with the input and participation of VA's three main Administrations, Digital Media Engagement leads the standardization of VA's Web presence. Digital Media Engagement enforces VA's minimum requirements for specific Web properties and ensures compliance with mandated standards.

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 a televised news program, VA News, to highlight news, activities, recognition, and program information of interest to VA employees and Veterans.
- Provides the official VA biographies for SES employees.
- Distribute key all-employee messages on individual earnings and leave statements.

Produces field support packages to support facility involvement in special events, activities, and programs, such as national commemorative programs (Veterans Day) and program events (VA Research Week).

- Produces the Federal Benefits for Veterans, Dependents and Survivors (English and Spanish editions), which is an annually updated handbook that provides a digest of all VA and other Federal benefits for Veterans as

well as directory of all VA facilities and benefits access points. Annually ranked by Government Printing Office (GPO) as one of Top 5 “best-selling” Federal publications.

- Helps develop and publish SECVA messages.
- 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.
- Produces the Department’s TV news magazine, “The American Veteran,” for Veterans, Servicemembers, and their families.

Authorities

VA Directive 6515

VA Web Governance Board Charter

OFFICE OF INTERGOVERNMENTAL AFFAIRS (002)

Overview

The Office of Intergovernmental Affairs (IGA) provides VA leadership (Office of the Secretary and Under Secretaries for Health, Benefits and Memorial Affairs, as well as other Staff Offices) with strategic advice, guidance and information by fostering partnerships, and acting as liaison between State, local, tribal, insular, and international governments.

Functions and Activities

Manages VA’s Intergovernmental Affairs Program.

- Advances an extensive relationship with the White House Office of Intergovernmental Affairs and pertinent offices in other Federal Government agencies.
- Establishes partnerships and builds relationships with State and local government officials and the associations that represent them.
- Develops memoranda of understanding to formalize relationships between VA and the National Association of State Directors of Veterans Affairs and other organizations.

Manages VA’s International Affairs Program.

- Coordinates foreign visits with other Federal agencies, such as Department of State and DoD.
- Coordinates SECVA and Deputy Secretary visits to foreign countries.
- Coordinates visits by foreign dignitaries to the SECVA and Under Secretaries.
- Serves as the Department’s lead program office for ministerial summit events.

Manages VA’s Consumer Affairs Program.

- Serves as a VACO advocate for Veterans and their families.
- Provides consultation services for patient representatives and consumer affairs programs at VA field locations, State, and local governments, and other Federal Government agencies.

- Resolves individual and organizational consumer complaints.
- Responds to queries and comments from VA's Web page, emails, letters, phone, and fax.
- Analyzes trends and issues for leadership to ensure the Department responds to various issues and events in a timely and effective manner.

Authorities

EO 12372

EO 12160

OFFICE OF TRIBAL GOVERNMENT RELATIONS (002)

Overview

The Office of Tribal Government Relations consults with American Indian and Alaska Native tribal governments to develop partnerships that enhance access to services and benefits by Veterans and their families.

Functions and Activities

The Office of Tribal Government Relations (OTGR) ensures VA maintains an open and an effective dialog and has positive relations with American Indian and Alaska Native tribal governments. OTGR seeks to have American Indian and Alaska Native tribal governments view VA as an organization of integrity that advocates for their needs. The VA demonstrates its commitment to Veterans by being culturally competent, respecting the unique sovereign status of Tribes, and by reaching Veterans in Indian country to ensure that all Veterans know how to access VA services and benefits.

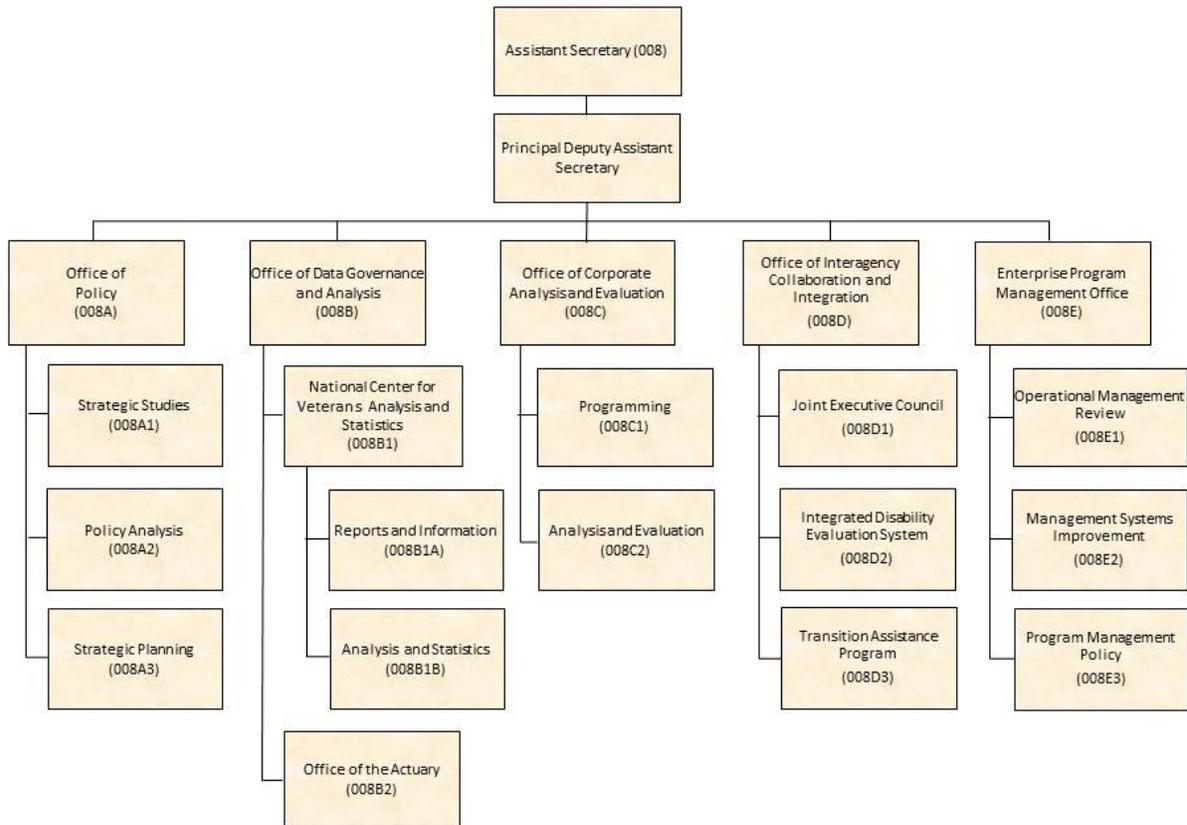
- Increases access to health care.
- Promotes economic sustainability.
- Establishes and implements the VA Tribal Consultation Policy.

Authorities

EO 13175

VA Tribal Consultation Policy

OFFICE OF POLICY AND PLANNING



Mission Statement

The Office of Policy and Planning (OPP) serves as the principal advisor to the SECVA for policy and strategy, enabling the Secretary to make well-informed resource allocation and policy decisions based on verifiable data; sound program management principles; and validated analytical, programmatic, and strategic projections.

OFFICE OF THE ASSISTANT SECRETARY FOR POLICY AND PLANNING (008)

Overview

The Office of Policy and Planning (OPP) is the principal advisor to the SECVA for policy and strategy, leading the Departmental efforts in matters of:

- Strategy and strategic planning
- Governance
- Policy development and analysis
- Data governance
- Transformation and innovation
- Program management

- Multi-year programming
- Program analysis and evaluation
- VA/DoD coordination

Functions and Activities

- Provides comprehensive, coherent, forward-leaning mechanisms for strategy development, strategic planning, and governance that foster balanced decision making across VA.
- Develops forward-looking, proactive, and integrated policy capability.
- Serves as an authoritative clearinghouse for Veteran data and statistics, statistical analysis, and modeling.
- Provides effective oversight of the planning and execution of the Department's major transformational initiatives and priority programs to include the long-term integration of those activities into the routine operations of the Department.
- Develops Department-wide world-class program management that leads to improved services to our Veterans and their eligible beneficiaries.
- Provides strategic planning and multi-year, enterprise programming functions of the Department. OPP coordinates with the Office of Management, which is responsible for the Department's overall budgeting processes and enterprise performance evaluation, to facilitate a robust VA Planning, Programming, Budgeting, and Execution (PPBE) system that supports decision making, strategic resource allocation, and stewardship of resources.
- Identifies and coordinates the implementation of enterprise business process improvements based on major initiative and pilot project implementation, with emphasis on human resources, acquisition, and information technology processes.
- Fosters interoperability, alignment, and joint policy development between DoD and VA resulting in implementation and execution of high priority programs and initiatives that improve outcomes for Veterans.

Authorities

38 USC Part I § 308

OFFICE OF THE DEPUTY ASSISTANT SECRETARY FOR POLICY (008A)

Overview

The Office of Policy provides forward-leaning strategic planning, policy recommendations, and concept analysis capabilities to identify long-range issues and drive innovation and integration across the Department. The Deputy Assistant Secretary for Policy manages and directs the implementation of the Department's Quadrennial Strategic Planning Process, leads the Planning phase of the Department's Planning, Programming, Budgeting, Execution (PPBE) process, and manages the Department's governance process, by coordinating the efforts of three staff groups: the Strategic Studies Group (SSG), the Policy Analysis Service (PAS), and the Strategic Planning Service (SPS).

Functions and Activities

- Strengthens the Departments' ability to conduct long and short-range planning activities by leading the Department's Quadrennial Strategic Planning Process, and the strategic level planning activities within the Department's PPBE process.

- Supports the implementation of the Department’s Strategic Plan by executing and integrating activities that analyze, shape and set Veteran facing and Departmental policy.
- Develops, maintains, and facilitates VA’s governance process to enhance strategic decision making in accordance with SECVA/DEPSECVA/COS guidance. Administratively supports the conduct and reporting of the Department’s primary governance bodies, including the Senior Review Group (SRG) and VA Executive Board (VAEB).
- Establishes, maintains, and supports integrated, cross-Department synchronization of activities and information to aid timely senior leadership planning and decision making.

Authorities

38 USC Chapter 11

Government Performance and Results Modernization Act of 2010, Section 2

Strategic Planning Amendments, Section 5

Federal Government Agency, Priority Goals, Section 10

38 USC § 308(b)(3)

VA Directive 0211, Functional Organizational Manual Management (FOM)

38 USC Chapter 11

VA Directive 0326

VA Directive 0212

VA IOM Task Force Framework

VA IOM Task Force Process Flowchart

STRATEGIC STUDIES GROUP (008A1)

Overview

The Strategic Studies Group (SSG) provides forward-looking, enterprise-wide analysis to identify long-range (10-15 years and beyond), cross-cutting challenges and opportunities to drive innovation and integration across VA.

Functions and Activities

- Conducts environmental scanning to understand the nature and pace of change and identify likely future opportunities and challenges for Veterans and the VA; producing the Department’s annual Strategic Environmental Assessment (SEA).
- Applies strategic foresight methodologies (alternate futures, 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.
- Fosters collaborative strategic studies within VA and across Federal agencies, academic institutions, and think tanks, to include leading the development of the Federal Foresight Community of Interest.

POLICY ANALYSIS SERVICE (008A2)

Overview

The Policy Analysis Service provides the Department with an enterprise-wide policy analysis capability that is internally aligned, externally engaged, and drives decision making.

Functions and Activities

- Develops, maintains, and oversees execution of VA’s Strategic Policy Agenda.
- Conducts enterprise-wide policy formulation, analysis, implementation, and evaluation.

- Fosters collaborative Veteran-centric policy research within VA and across Federal agencies, academic institutions, and think tanks to enhance Veteran policy research and analysis.
- Manages the day-to-day operations of VA's Institute of Medicine Task Force.
- Provides analytic support to OPP in its role as a standing member on VA's Legislative Review Panel by reviewing and analyzing the Department's legislative proposals.
- Manages the VA's process for developing and coordinating the Department's official responses to Veterans Service Organizations' resolutions.

STRATEGIC PLANNING SERVICE (008A3)

Overview

The Strategic Planning Service (SPS) is responsible, on behalf of the Department, for fulfilling the strategic planning requirements of the Government Performance and Results Act Modernization Act of 2010 (GPRAMA) and OMB Circular A-11, and coordinates with the Office of Management in fulfilling related performance measurement requirements, including the development of the biennial APGs.

Functions and Activities

- Manages the development, refinement, and execution of the Department's Quadrennial Strategic Planning Process. Chairs the Department's cross-organizational Strategic Planning Team which coordinates the development and oversees execution of the Department's strategic plan.
- Develops biennial Department APGs in coordination with relevant VA stakeholders.
- Provides guidance, support, and expertise to assist the Administrations' and Staff Offices' internal strategic planning efforts so that they align to and implement the Department's strategic plan.
- Leads the planning phase of the Department's PPBE process. Produces annual planning guidance to refine and update the strategic guidance articulated within *the VA Strategic Plan*.
- Manages the development of the VA Sync Matrix and Strategic Calendars through the VA Knowledge Management System (VAKMS).
- Publishes and maintains the Department's Functional Organizational Manual (FOM).

OFFICE OF THE DEPUTY ASSISTANT SECRETARY FOR DATA GOVERNANCE AND ANALYSIS (008B)

Overview

The Office of Data Governance and Analysis (DGA) serves as the authoritative organization for Veteran data and statistics.

Functions and Activities

- Provides robust data analytic and predictive modeling capabilities to support strategic/programmatic planning and policy development.
- Leads all enterprise data governance activities in VA.

Authorities

38 USC §§ 308, 512

38 USC § 527

PL 108-454 § 805

NATIONAL CENTER FOR VETERANS ANALYSIS AND STATISTICS (008B1)

Overview

The National Center for Veterans Analysis and Statistics serves as the authoritative organization for Veteran data and statistics dissemination, manages the VA data governance process, and provides data analytic services and products to support planning, policy analysis, and decision making activities for the Department.

Functions and Activities

- Provides robust data analytic services.
- Prepares and publishes Veteran demographic data.
- Supports planning, programming, and decision making activities.
- Provides actuarial services.
- Collects, validates, analyzes, and disseminates key statistics on the Veteran population and VA programs.

REPORTS AND INFORMATION SERVICE (008B1A)

Overview

The Reports and Information Service provides data governance support to the Department and disseminates Veteran data and statistics to internal and external customers.

Functions and Activities

- Manages the collection and dissemination of official Veteran statistics for the Department.
- Leads the Department's effort to implement and manage VA's data governance and data stewardship programs.
- Produces and publishes statistical reports such as General Distribution of Expenditures (GDY) and Gulf War Reports.
- Supports DGA with Web services, maintaining the official VA statistic Website and managing over 600 annual requests for VA statistics from the public.
- Provides mapping and geospatial analytic services and products to support VA planning and decision making activities.

ANALYSIS AND STATISTICS SERVICE (008B1B)

Overview

The Analysis and Statistics Service provides data analytic services and products to support VA planning, policy analysis, reporting, and decision making activities.

Functions and Activities

- Manages the resources required for data processing and for conducting business intelligence and data analytic activities.
- Produces data and statistical analytic products such as the Unique Veterans Report, Women Veterans Report, and Minority Veterans Report.
- Manages and updates the USVETS multidimensional database, an integrated database used by DGA analysts for business intelligence, modeling, and reporting activities.
- Documents and maintains business rules for authoritative sources for data elements contained in USVETS. Validates and conducts quality control of raw data prior to integration into USVETS.
- Develops and maintains OLAP data cubes used to support NCVAS business intelligence and reporting activities.

OFFICE OF THE ACTUARY (008B2)

Overview

The Office of the Actuary provides projections of Veteran population, evaluates actuarial liability, and develops predictive modeling to support decision making within the Department.

Functions and Activities

- Acts as the authoritative organization for actuarial and statistical analysis and modeling.
- Produces Veteran Population Projection of future Veteran demographic and socio-economic status to support VA budget, strategic planning, and policy making.
- Develops statistical and predictive models that are capable of supporting business model and service delivery options and analysis.
- Produces the Annual Actuarial Liability Report for VA Compensation and Pension and Burial Program, as well as the Annual Actuarial Liability Report for VA Medical Malpractice Liability which are mandated to be included in the annual VA Performance and Accountability Report.
- Provides actuarial services to VA organizations.

ENTERPRISE PROGRAM MANAGEMENT OFFICE (008E)

Overview

The Enterprise Program Management Office (ePMO) enables VA-wide program excellence by developing program management and requirements policy, standards, and best practices; overseeing the integration, planning, and execution of key programs and processes; and providing strategic sourcing support. ePMO's vision for success is the establishment of an integrated requirements development framework, enabled by a world-class program management capability, which results in the alignment of project plans and outcomes to Department goals and objectives.

Functions and Activities

- Integrates and incubates program management doctrine and best practices in the areas of end-to-end requirements methodologies, program planning, and program execution.

- Serves as an Executive Agent for the Deputy Secretary by providing monitoring and oversight of priority programs and transformation efforts.
- Provides a set of complementary capabilities to enable program success, including strategic sourcing, performance excellence, and a program management center of excellence.

Authorities

Government Performance Results Act (GPRA) of 1993 (PL 103-62)

Clinger Cohen Act of 1996 (PL 104-106)

GPRA Modernization Act of 2010 (PL 111-352)

Office of Management and Budget (OMB) Circular A-11

OPERATIONAL MANAGEMENT REVIEW (008E1)

Overview

The Operational Management Review (OMR) service area monitors major initiatives, priority programs, business process improvements, and integrated capability-based portfolios that are designed to transform the Department into a high performing, 21st century organization focused on the Nation's Veterans and their families, while maximizing value and efficiency.

Functions and Activities

- Executes the Department's OMR model, providing oversight of the Department's major initiatives, priority programs, business process improvements, and integrated capability-based portfolios throughout their life cycles.
- Facilitates OMR briefings, chaired by the Deputy Secretary to ensure that cost, schedule, and performance targets are met, and corrective actions are taken when necessary.
- Provides guidance and support to Executive Sponsors and Program Leads for the development of program planning documents and execution baselines.
- Uses baselines developed in the program planning stage to monitor program performance, facilitate collaboration between stakeholders, and escalate issues to leadership when necessary to achieve resolution.
- Facilitates effective program execution, integration, and sustainment of new capabilities into the routine operations of the Department.
- Coordinates the implementation of a comprehensive portfolio management framework that drives integration of activities across functional domains and enables achievement of performance, cost, and schedule objectives.

MANAGEMENT SYSTEMS IMPROVEMENT (008E2)

Overview

The Management Systems Improvement provides customers and stakeholders with support solutions that effectively and efficiently satisfy management consulting, business operations, and program management needs.

Functions and Activities

- Manages strategic sourcing efforts supporting program management by providing commercial and Federally Funded Research and Development Center (FFRDC) support services through various contract vehicles and

mechanisms; while managing the commercial and FFRDC services governance process supporting program and functional management.

- Facilitates adoption of management best practices by providing access to training in management systems best practices, as well as managing the Carey Performance Excellence Awards Program.

PROGRAM MANAGEMENT POLICY (008E3)

Overview

Program Management Policy develops program management doctrine, policy, standards, frameworks, methodologies, and guidance that drive effective and efficient planning of acquisition and non-acquisition programs.

Functions and Activities

- Develops program management (PM) doctrine, policy, standards, frameworks, methodologies, and guidance to support effective program planning and execution.
- Operates the VA Program Management Center of Excellence that provides access to SMEs, proven PM best practices, tools, templates, and other services through a Website and Knowledge Area communities.
- Implements and matures the VA End-to-End Requirements Methodology (E2ERM). E2ERM is a comprehensive combination of doctrine, policy, and practices that provides traceability from strategic capability needs down to project and contract requirements.
- Promotes effective program standup and program life cycle support.
- Promotes and facilitate program integration across VA.
- Conducts PM events, bringing together program managers from major transformational initiatives to discuss enterprise-wide integration and to advance program management best practices.

OFFICE OF CORPORATE ANALYSIS AND EVALUATION (008C)

Overview

The vision of the Office of Corporate Analysis and Evaluation (CAE) is to improve service to our Veterans by enabling the VA to make evidence-based decisions and promote programming excellence. The mission of CAE is to be VA's independent, trusted analytical voice supporting strategic decisions to better serve our Veterans. CAE leads the integration of the Department's PPBE process and provides the analysis to improve strategic decision making and align resources to achieve the Department's strategic goals and priorities.

Functions and Activities

- CAE's Programming Service leads the Department's strategic programming process, enabling the Secretary to make well-informed, long-term resource allocation decisions.
- CAE's Analysis and Evaluation Service is the independent assessment organization that provides VA leadership with objective analysis to inform strategic decision making.

Authorities

38 USC § 308(b)

GAO-09-3SP, March 2009

Office of Management and Budget Memorandum M-13-17

PROGRAMMING SERVICE (008C1)

Overview

The Programming Service identifies and allocates the Department's resources to the programs that provide the capabilities required to achieve VA strategic priorities. The goal of the Programming Service is to produce a multi-year program that provides the most effective mix of capabilities to allow the Department to fulfill its mission.

Functions and Activities

- Serves as the integrator for the Department's PPBE process;
- Leads the Department's multi-year programming process, ensuring the Department's goals and priorities are reflected appropriately in resource allocation decisions;
- Develops forward-looking and integrated programming capabilities VA-wide;
- Integrates, validates, and prioritizes programming requirements at the enterprise level and leads analyses and reviews of VA programs; and
- Manages VA's programming taxonomy and associated programmatic alignment to other VA taxonomies.

ANALYSIS AND EVALUATION SERVICE (008C2)

Overview

The Analysis and Evaluation Service applies advanced analytical and program evaluation techniques to improve strategic planning, program integration, and resource decision making across the Department as directed by VA leadership.

Functions and Activities

- Supports the PPBE process and develops analytic capabilities to enhance strategic decision making at VA.
- Serves as the Departmental expert on cost analysis and cost estimating through the development of cost policies and procedures, gathering best practices, and providing analytical guidance.
- Develops and promotes a centralized repository of approved analytical tools, techniques, and methods to shape program planning and resource requirements.
- As directed, conducts independent program evaluations to assess the design, implementation, improvement, and/or outcomes in order to demonstrate program effectiveness and value to stakeholders.
- Performs independent, objective analysis of and provides assistance with studies, models, reports, and any other items deemed important by the Department.
- Manages the Analysis Resource Center, and advisory group and repository dedicated to furthering and improving analysis across the Department.

OFFICE OF INTERAGENCY COLLABORATION AND INTEGRATION (008D)

Overview

The Office of Interagency Collaboration and Integration (OICI) serves as the VA lead on all items pertaining to VA/DoD initiatives. It facilitates the development and integration of joint policies and programs between VA and DoD, and other agencies as needed. It provides oversight for the coordination and implementation of joint VA-DoD

programs and policies as they relate to activities of the Joint Executive Committee (JEC). It coordinates VA responses to external requirements and mandates and coordinates and facilitates a VA-wide perspective in all VA-DoD collaboration activities and initiatives.

Functions and Activities

- Fosters interoperability, alignment, and joint policy development between VA and DoD resulting in implementation and execution of high priority programs and initiatives that improve outcomes for Veterans and Service members.
- Provides planning and support for multiple VA/DoD governance bodies, such as the joint VA/DoD Secretarial Meetings, and VA/DoD JEC.
- Serves as the program office for implementation of the VA/DoD Integrated Disability Evaluation System (IDES) and for streamlining the VA/DoD disability evaluation process through continual process improvements.
- Plans and coordinates VA's efforts within the Transition Assistance Program (TAP).
- Provides oversight for the development and implementation of priority joint VA-DoD activities and programs, such as the interoperable Electronic Health Record (EHR).
- In coordination with DoD, develops and monitors the execution of the VA/DoD Joint Strategic Plan (JSP) to synchronize these activities.
- In coordination with DoD, develops and publishes the VA/DoD Annual Report to Congress on VA/DoD collaboration issues.
- Coordinating VA responses to external requirements and mandates, and coordinating a VA-wide perspective in all VA/DoD collaboration activities and initiatives.

Authorities

VA Decision Memorandum, 10/24/08, Subject: Request to establish a new service within the Office of Policy and Planning

38 USC Part I, Chapter 3 § 320

VA Decision Memorandum, 11/15/10, Subject: Integrated Disability Evaluation System (IDES) Command and Control (VAIQ 7045557)

National Defense Authorization Act for Fiscal Year 2008, Section 1644, Authorization of Pilot Program to Improve the Disability Evaluation System of the Armed Forces

VA Decision Memorandum, 9/23/13, Subject: Veterans Employment Initiative Task Force (VEITF Governance and Joint Strategic Plan Guidance)

"Employment of Veterans in the Federal Government," Executive Order 13518, 11/09/09.

"Veterans Opportunity to Work to Hire Heroes Act of 2011" (PL 112-56, §§ 201-265, 125 Stat. 712-733 ["VOW Act"])

JOINT EXECUTIVE COUNCIL (008D1)

Overview

OICI's JEC support staff serves as the VA lead for all JEC related activities. It provides oversight and leadership decision support for the coordination and implementation of joint VA-DoD programs and policies as they relate to activities of the JEC. The JEC provides senior leadership for collaboration and resource sharing between VA and DoD. Through a joint strategic planning process, the JEC recommends to the Secretaries the strategic direction for the joint coordination and sharing efforts between the two Departments and oversees the implementation of those efforts. The JEC provides leadership and oversight of the Health Executive Committee, the Benefits Executive Committee, the Interagency Care Coordination Committee, the Interagency Program Office, and Independent Working Groups.

These sub-committees ensure that the appropriate resources, expertise, and efficiencies are directed to the joint areas of health, benefits, care coordination, and information technology. The Wounded, Ill, and Injured Committee; Strategic Communications Working Group; and Construction Planning Committee report directly to the JEC.

Functions and Activities

- Plans and coordinates the Secretary of Defense-Secretary of VA meetings.
- Plans and coordinates VA's efforts within the JEC on behalf of the VA co-chair.
- Analyzes VA-DoD issues and develops decision support materials for VA leadership.
- Develops the VA/DoD Joint Strategic Plan in coordination with DoD.
- Monitors the execution of the JSP in coordination with DoD to synchronize these activities.
- Develops the VA/DoD JEC annual report to Congress in coordination with DoD.

INTEGRATED DISABILITY EVALUATION SYSTEM (008D2)

Overview

OICI's IDES Program Management Office serves as VA's executive agent with primary responsibility for coordinating policy, planning, and implementation of IDES. IDES was created to provide a seamless and transparent process for Service members being medically separated or retired and is administered jointly by DoD and VA. IDES has been fully operational since October 2011 at 139 sites worldwide with over 30,000 service members currently enrolled. Through the IDES process VA, DoD, and the military services have integrated their disability evaluation business processes for those Service members being medically retired or separated so they operate concurrently rather than consecutively. The IDES process is: a service member-centric process; less adversarial and more transparent than the previous legacy process; more consistent in disability outcomes; simpler and quicker; and eliminates the "benefits gap" for the delivery of disability benefits between VA and DoD.

Functions and Activities

- Acts as the executive agent with primary responsibility for coordinating policy, planning and implementation for IDES.
- Identifies and resolves obstacles and barriers, evaluates progress, and provides recommendations associated with the sustainment and improvement of IDES.
- Implements a VA/DoD joint strategy to improve IDES performance with common goals for timeliness, reduced variation, and Service Member/family satisfaction.
- Assists VA/DoD stakeholders in improving and enhancing IDES program applications.
- Assists VA/DoD stakeholders in improving the overall effectiveness and efficiency of IDES for Service members and Veterans.
- Develops and maintains metrics for tracking the performance of IDES sites.
- Updates Senior VA officials and Congress on IDES, to include meeting performance goals.

TRANSITION ASSISTANCE PROGRAM (008D3)

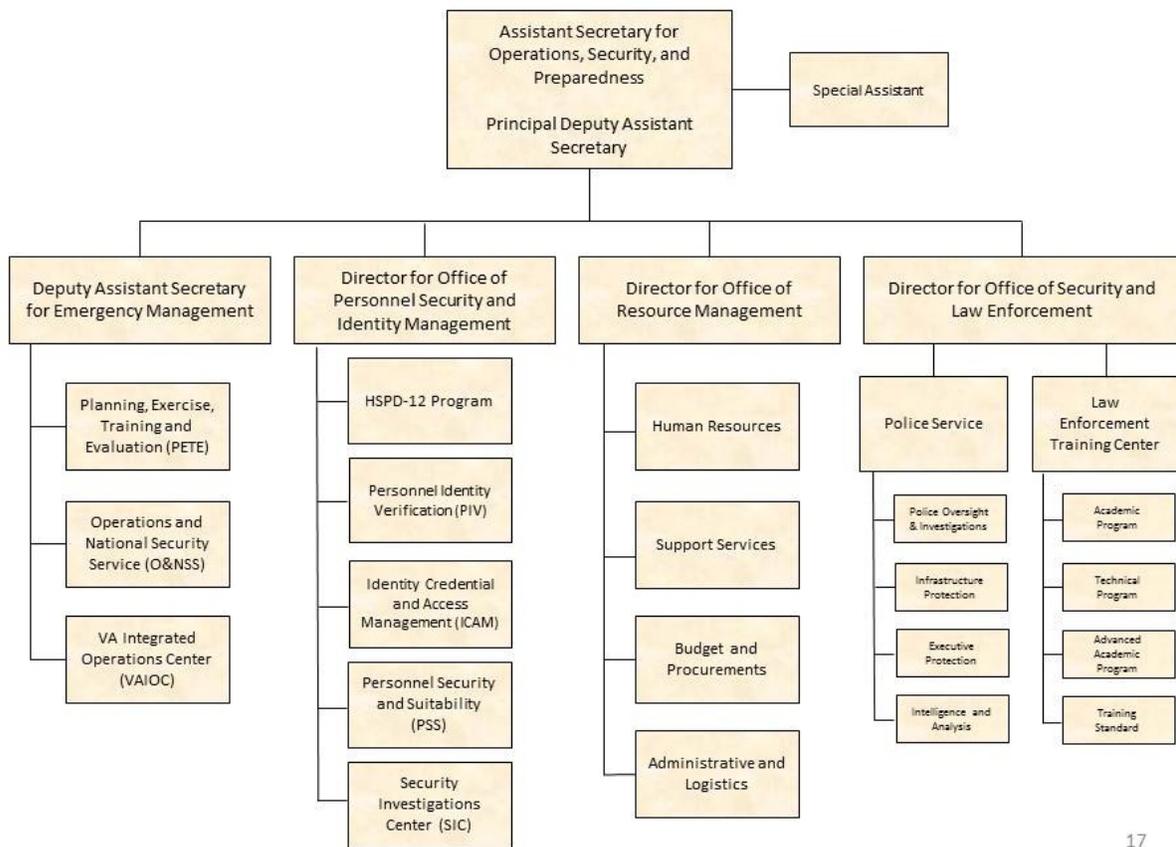
Overview

OICI's TAP support staff serves as VA's executive governance agent for TAP. It works closely with VBA on all aspects of policy formulation and execution. It is responsible for the coordination and support for Veterans Opportunity to Work Act (VOW) and Veterans Employment Initiative (VEI) implementation plan execution, compliance and governance including tracking Departmental performance, liaising with other Federal partners and providing senior VA leadership with timely recommendations for improving the Transition Assistance Program

Functions and Activities

- Collaborates with Departments of Labor, Defense, and Education along with Small Business Administration counterpart (s) as well as other public and private organizations and stakeholders in all activities undertaken to develop national policies and processes implemented improve the customer experience for Service members, Veterans, and their families by ensuring mutual success with interagency partners effectively meeting their mission requirements outlined in the VOW Act.
- Gains and maintains an understanding of current policies, processes, trends and issues in transition, employment and benefits delivery issues in order to apply knowledge to innovative approaches to transitional issues.
- Influences direct staff and others within and outside of VA to define, implement and meet performance goals in a way that helps transitioning Veterans become career ready and better access VA services and benefits.
- Provides national recommendations for overseeing the joint strategic and tactical planning activities related to transition for Service members during a major drawdown of forces. This includes defining performance expectations, goals, objectives and targets as well as monitoring and measuring performance.
- Leads the development and preparation of pre-determined and ad hoc reports, including frequent quick turnaround requests for senior VA and international leaders related to transition.

OFFICE OF OPERATIONS, SECURITY, AND PREPAREDNESS



17

Mission Statement

The Office of Operations, Security, and Preparedness (OSP) will raise preparedness of the Department of Veterans Affairs to provide services and protect people and assets continuously and in time of crisis.

Overview

The Assistant Secretary for OSP coordinates VA’s emergency management, preparedness, identity management, physical security, personnel security and suitability, police services and law enforcement activities, and ensures compliance and resource management in the OSP so the Department can continue to perform mission-essential functions under all circumstances across the spectrum of threats. OSP directs and provides oversight for VA’s overall operations for planning, response, and security and law enforcement programs in support of the *National Response Framework*, Homeland Security Presidential Directive (HSPD)–12, and other related Executive Orders and Federal regulations.

OFFICE OF THE DEPUTY ASSISTANT SECRETARY FOR EMERGENCY MANAGEMENT (07A)

Overview

To ensure preparedness to meet emergent national needs is one of the 13 major initiatives (MI) in the *VA Strategic Plan for FY 2011-2015*. VA’s third integrated objective is to build our internal capacity to serve Veterans, their

families, our employees, and other stakeholders efficiently and effectively by ensuring that VA environments for care and administration are safe, secure, and as free as possible from the threat of physical danger or property loss.

OFFICE OF PLANNING, EXERCISES, TRAINING, AND EVALUATION

Functions and Activities

- Develops Department policy and plans for emergency management.
- Serves as the Department lead for all emergency management, homeland security, and national security issues.
- Serves as a Department representative for all emergency management, homeland security, and national security issues within the Federal interagency (White House, HHS, FEMA, etc.)
- OSP leads the VA Continuity Program to ensure that the VA can continue essential functions in case of a natural or manmade disaster. The Assistant Secretary for OSP is the Department's Continuity Coordinator, and the Deputy Assistant Secretary for the Office of Emergency Management is the Department's Continuity Manager. OSP develops Department policy and guidance for COOP, Reconstitution and Devolution.
- Maintains the Department's presence at the continuity of Government site.
- Manages the Department's line of succession program.
- Serves as lead for emergency management and DHS national-level exercise and training. It is the lead VA office for coordinating emergency management and DHS exercises among the Federal interagency environment including senior official exercises and national-level exercises among others.

OFFICE OF OPERATIONS AND NATIONAL SECURITY SERVICES

Functions and Activities

- Maintains the Department's COOP sites.
- Manages VA's secure communications systems and sites.
- Serves as the Department lead for all national security issues.
- Serve as a Department representative for all national security issues within the Federal interagency (White House, DHS, HHS, etc.)
- Manages operational security and insider threat program.
- Coordinates emergency preparedness communications requirements to ensure compliance with national communication system 3-10.
- Develops policies and manages the special security programs including the Sensitive Compartmented Information Facility.
- Coordinates with other agencies and exchanges security information with the Central Intelligence Agency, Office of the Director of National Intelligence, DoD, the State Department, and various other agencies.

- Receives and manages intelligence and classified information, and manages classified Government systems for the Department.
- Educates and trains VA employees in classified programs. Develops and disseminates education and training materials (handbooks, pamphlets, newsletters, articles, briefing materials, etc.) for all VA employees involved in classified programs.
- Facilitates the rapid exchange of classified information both within the Department and throughout a large network of key partners and agencies to include the White House, National Archives and Records Administration, and all members of the intelligence community.
- Verifies and exchanges personnel security clearance information with other departments and agencies.
- Provides procedures and processes for the proper control and accountability of classified documents.

VA INTEGRATED OPERATIONS CENTER

Overview

The VA Integrated Operations Centers (VAIOC) ensures the coordinating emergency management and crisis response activities both VA-wide and with other Federal, State, and local agencies. The VAIOC is the Department's focal point for the fusion of information for timely senior leadership decision making and interagency coordination. The VAIOC is staffed 24/7, and serves to support VA's Comprehensive Emergency Management Program. Within VA, the VAIOC serves as the principal point of contact with the Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), and other Departments and agencies pertaining to emergency management, continuity of operations, domestic incident management, and national security emergency programs.

Functions and Activities

- The VAIOC is the Department's single office that integrates and fuses all data and provides timely situational awareness and potential recommendations to the Secretary and senior leadership to enable them to properly respond to events and incidents that have the potential to impact VA.
- Receives, integrates, analyzes, disseminates, tracks, and archives information concerning continuous operations and emergent situations/incidents, interagency information, intelligence, and threat communications that have the potential to effect VA operations, facilities or Veterans.
- Manages and maintains proficiency in VA emergency management operations in support of the SECVA and provides the core staff of Incident Command System (ICS) teams.
- Provides accurate, timely, and complete reports on various incidents in accordance with VA guidance.
- Initiates emergent incident event notification, coordination (and disaster response actions as directed by appropriate ICS authority in accordance with the National Incident Management System).
- Maintains the VAIOC Common Operating Picture.

Authorities

32 CFR Part 2001
18 USC § 793, 794, 798
EO 10450
EO 12968
EO 13555
EO 13526

EO 13587

HSPD-5

HSPD-7

NSPD-51

HSPD-20

Federal Continuity Directive 1, Federal Executive Branch National Continuity Program and Requirements, Feb 2008

Presidential Policy Directive 8 (PPD-8), National Preparedness

National Communications Directive 3-10

Intelligence Community Directives (ICD) and Director of Central Intelligence Directives (DCID)

The National Security Act of 1947, as amended

National Communications System Directive (NCSD) 3-10, Dec. 8, 2006.

National Continuity Policy Implementation Plan (NCP/IP), August 2007

National Strategy for Homeland Security

National Incident Management System, U.S. Department of Homeland Security, December 2008

National Response Framework, January 2008

VA Directive 0320, 0321, 0322, 0323.3

VA Strategic Plan FY 2011-2013

OFFICE OF THE DIRECTOR FOR PERSONNEL SECURITY AND IDENTITY MANAGEMENT (OPSIM)

Overview

The Office of Personnel Security and Identity Management (OPSIM) contributes to a safe and secure environment for the Department of Veterans Affairs through ensuring trust in our VA workforce—appointees, employees, contractors, and affiliates. OPSIM enforces VA compliance with Federal personnel security and suitability statutes, regulations, and policies. It manages VA's compliance with HSPD-12 and delivers a VA Personal Identity Verification (PIV) smartcard credential for access to Federal facilities and information systems.

Functions and Activities

The Director of OPSIM serves as the executive lead for the VA major initiative (MI) of Preparedness, ensuring the preparedness of VA to meet emergent national needs, as directed in the VA Strategic Plan for FY 2011-2015. It provides the operating plan, sustainment and transition Plan, and provides program management for preparedness MI including the two major sub-programs of HSPD-12 and the Integrated Operations Center (IOC). As directed by the Secretary of Veterans Affairs, the Director of OPSIM is responsible for the continued implementation of Homeland Security Presidential Directive 12 (HSPD-12), Policy for a Common Identification Standard for Federal Employees and Contractors, dated February 3, 2011, to ensure the use of the PIV credential is required as the common means of authentication for access to VA's facilities, networks and information systems. As directed by the Deputy Secretary of Veterans Affairs, the Director of OPSIM serves as the lead for identity management for VA, managing the Department-wide process of ensuring that people who access VA facilities and systems are identity-proofed, trust, and credentialed at the appropriate level to carry out the work they are assigned.

HOMELAND SECURITY PRESIDENTIAL DIRECTIVE 12 (HSPD-12) PROGRAM MANAGEMENT OFFICE

Functions and Activities

- Ensures VA's compliance with HSPD-12 and manages the development and implementation of the Department's HSPD-12 Program.
- Provides policies (directives) and processes (handbooks) that define VA requirements for compliance with HSPD-12 and applicable Federal standards.

- Ensures training, oversight and compliance for all VA PIV card issuance facilities, including assessment and accreditation in accordance with National Institute of Standards and Technology (NIST) requirements.
- Provides cognizance of PIV card issuance for all eligible VA employees, contractors, and affiliates throughout the VA enterprise.
- Ensures training and certification for all Personal Identity Verification (PIV) role holders in accordance with Federal Information Processing Standards.
- Ensures life-cycle management of the PIV Card Management System as a key authoritative digital identity database in accordance with the Federal Identity Credential and Access Management Roadmap.
- Provides daily oversight and program management for the VA-wide HSPD–12 program, to include execution of the approved operating plan and associated work breakout structures, integrated master schedule, and risk register.
- Conducts coordination and reports compliance to OMB providing monthly reports on VA's HSPD–12 program.
- Ensures VA achieves OMB milestones and objectives for Government-wide HSPD–12 compliance, including PIV card issuance, Physical Access Control Systems (PACS), and Logical Access Control Systems (LACS).

PERSONAL IDENTITY VERIFICATION

Functions and Activities

- Ensures that each appointee, employee, contractor, and affiliate assigned to VACO has been fingerprint verified and aligned with the appropriate background investigation commensurate with the designated risk and sensitivity level for PIV card issuance.
- Ensures the identity proofing and PIV card issuance for all eligible VA employees, contractors, and affiliates assigned throughout VACO.
- Processes the logical and physical PIV card accesses requested by the sponsor for VACO personnel commensurate with risk level and assigned duties.

IDENTITY, CREDENTIALING, ACCESS, AND MONITORING

Functions and Activities

- Program advocate for the formulation of business practices to eliminate delays in the hiring process and implementation of high fidelity procedures to more effectively track and monitor the VA workforce in compliance with Federal rules, laws and regulations.
- Plans, analyzes, and establishes the requirements for an effective VA enterprise IT system that integrates and proactively manages the on-boarding, monitoring, and off-boarding processes to optimize performance, accountability, and quality control.
- Oversees process of collaboration with internal VA stakeholders to define relevant work flow processes and establishes requirements to effectively manage the end-to-end career life cycle of employees, contractors, and affiliates during their tenure with the VA.

- Interfaces with internal and external stakeholders to identify best practices for adoption throughout the VA enterprise.
- Ensures cognizance of HSPD–12 identity verification, position sensitivity, and eligibility/access to sensitive and classified information with linkage to monitoring responsibilities to protect VA equities.
- Develops the requirements to integrate disparate legacy IT systems throughout the VA to achieve greater efficiency in the on-boarding and off-boarding of personnel and performs gap analyses to develop the requirements for new IT development to enhance processes.
- Identifies and analyzes the necessary requirements to establish standardized business practices that monitor and promulgate compliance with national responsibilities, such as the Federal Information Security Management Act (FISMA).

PERSONNEL SECURITY AND SUITABILITY SERVICE

Functions and Activities

- Writes, coordinates, and distributes policies and processes that define VA requirements for compliance with applicable statutes, Executive Orders, and Federal regulations for all VA employees, contractors, and affiliates.
- Conducts training, oversight, and compliance of VA offices that perform personnel security and suitability functions or tasks in accordance with OPM program review standards.
- Ensures that each appointee, employee, contractor, and affiliate assigned to VACO is fingerprinted and receives the appropriate background investigation commensurate with the designated risk and sensitivity level.
- Coordinates requirements and acts as liaison with OPM Federal Investigative Service and other supporting organizations for personnel security.
- Conducts the security clearance appeals board as required.
- Coordinates with other agencies and exchanges personnel security and suitability information with OPM, the Office of the Director of National Intelligence (ODNI), and other agencies.

SECURITY AND INVESTIGATIONS CENTER

Functions and Activities

- Directs and operates the Security and Investigations Center, one of the six self-supporting lines of business (VA Enterprise Centers) delivering a leading fee-for-service operation within the Federal Government. The SIC's primary mission is to deliver personnel security and suitability processing and adjudications services, while complying with all laws and regulations, in a timely manner and at a fair and reasonable price.
- 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

PL 108-458

CFR 731

5 USC

CFR 732

32 CFR Part 147

EO 10450

EO 13467

EO 13488

EO 12968

EO 13381

PL 108-458

HSPD-12

Homeland Security Presidential Directive 12 (HSPD-12) dated July 2004

VA Directive 0710 dated June 4, 2010

VA Handbook 0710 currently in draft

VA Directive 0735 dated February 17, 2011

VA Handbook 0735 currently in draft

VA Strategic Plan Refresh FY 2011-2015

OFFICE OF THE DIRECTOR FOR RESOURCE MANAGEMENT

Overview

To ensure compliance with VA policies, directives, laws, and Executive Orders in the OSP by effectively managing human resources, budget and financial accounting and reporting, procurements, administrative and logistical, and support service activity.

Functions and Activities

The Office of Resource Management (ORM) facilitates the execution of Human Resources Management, Financial and Budget Formulation and Execution, Procurement of Goods and Services, Administrative, Logistical and Support Services for OSP.

HUMAN RESOURCE MANAGEMENT

Functions and Activities

- Provides classification, recruitment, employee and labor management, USA Staffing and performance management support services.
- Manages employee personnel files.
- Manages the Talent Management Systems (TMS) mandatory training, compliance, and deficiencies.
- Manages all submissions to HRA for hiring, accountability, and recruitment.
- Manages and ensures compliance with Alternative Workplace Arrangement/Agreement (AWPA) telework.
- Provides assistance for labor management, discrimination complaints, EEO complaints, investigation processes and diversity and inclusion activities.
- Ensures human capital processes.

- Manages OSP emergency shutdown procedures in preparation for a furlough.
- Manages all recruitment and hiring reform for OSP employees, to include the franchise fund employees of the Security Investigation Center and the Law Enforcement Training Center employees.

SUPPORT SERVICES

Functions and Activities

- Coordinates, disseminates and responds to all requests for information from internal and external stakeholders, to include members of Congress, the general public, and other Federal agencies.
- Ensures that OSP's communications are clear, concise, and accurate with VA's position and strategic direction.
- Manages OSP's executive correspondence.
- Ensures usage of technology to enhance processes and decision making.
- Ensure Privacy Verification Tracking System (PVTs).
- Manages and provides oversight for OSP privacy and records management.
- Manages the OSP FOIA Officer and liaisons to ensure OSP is compliant with all FOIA requests.
- Manages and provides oversight for the correspondence in the VA Intranet Quorum system.
- Reviews internal and external program and policy issues affecting the Office.
- Conducts executive review of correspondence in assigned areas requiring concurrence and/or signature of the Assistant Secretary or top management officials.
- Ensure OSP intranet and Internet policies; manage social media, such as Facebook, Twitter, and YouTube; serves as OSP liaison between intra- and inter-requests; and communicates Website policy issues.
- Satisfies e-Governance requirements for information architecture and ensures Section 508 compliance.

BUDGET AND PROCUREMENTS

ADMINISTRATIVE AND LOGISTICS

Functions and Activities

- Manages non-IT inventory and IT inventory.
- Manages the OSP Transit Benefit Program.
- Provides oversight for the OSP payroll processing.
- Provides procurement and contract management support in reviewing requisitions, supply systems, purchase orders, contracting modifications, waivers, letters, vouchers, invoices, and pre-award documents, such as amendments, purchase requests, invitations for bid, or requests for quotation or proposal.
- Manages space management and allocations in the organization.

- Manages publications control for OSP.
- Provides support to property passes, purchase cards, time and attendance, fair act inventory, BCAG Management, and FOIA.
- Manages the time and leave units in OSP and provides oversight for timekeepers.
- Manages the OSP Travel Card Agency Organizational Program.
- Manages the FED Traveler Program.
- Manages budget, financial accounting, and procurements.
- Provides formulation, preparation, submission, and execution of the OSP internal budget, operating plans, OMB submissions and the President’s budget.
- Identifies specific project goals and objectives, and determines the work resources, funding requirements, reporting requirements, and methodology necessary to complete the project.
- Ensures proper execution of OSP operating budget to include budget requests with justifications.
- Ensures prompt payment and oversight for monthly obligations for all billings.
- Provides monthly execution of the monthly performance review.
- Provides oversight for mid-year and internal budget formulation.
- Executes procurement of goods and services.

Authorities

31 USC Title 5

31 USC Title 31

OMB Circular A-11, 76, 50, 123

Chief Financial Officers Act of 1990

Federal Managers Integrity Act of 1982

Government Performance and Accountability Act

AFGE Master Agreement

OMB Circular A-127,

OMB Guidance Memo M-12-09

OMB Circular A-76

Office of Federal Procurement Policy Letter 11-01,

Directives: 0000, 0003, 0004, 0007, 0055, 0062, 0063, 0700, 0633, 4085, 4100, 4900, 5001/1, 5001/3, 5007, 5011, 5975, 5975.1, 5977, 5978, 6300, 6330, 6340, 6371, 6508, 6509, 7002, 7345

VA Handbooks (0011 – 7816)

OFFICE OF SECURITY AND LAW ENFORCEMENT

Overview

The Office of Security and Law Enforcement, through policies and program inspections, protects the people, assets, and properties of VA. Our mission is to provide safe and secure environments for care and service; ensure the maintenance of law and order by ensuring professional law enforcement services; and provide state-of-the-art physical protection of Veterans and the staff who serve them while under the jurisdiction of the Department.

POLICE SERVICES

CRIMINAL INVESTIGATIONS AND OVERSIGHT COMPLIANCE

Functions and Activities

- Identifies and writes policy, guidance, and regulatory documents that govern VA's security and law enforcement programs.
- Maintains policy guidelines and requirements to properly implement statutory and regulatory requirements.
- Represents the Department on intergovernmental committees and work groups that address physical security, and law enforcement issues and requirements.
- Provides police program inspection, monitoring, and technical advice.
- Develops standards to ensure proper inspection of facility security and law enforcement programs.
- Conducts police program inspections for each VA facility at least once every 2 years.
- Provides inspection results and findings to VHA leadership regarding their facilities and recommends mitigations and countermeasures to resolve shortfalls and risks.
- Ensures that appropriate corrective action is taken within established time frames.
- Conducts onsite investigations of criminal activity within VA facilities as needed.
- Provides appropriate technical oversight and support of criminal investigations that are conducted by field VA police units.

INFRASTRUCTURE PROTECTION

Functions and Activities

- Coordinates and provides uniformed contract security coverage with the DHS Federal Protective Service and appropriate outside law enforcement.
- Analyzes and reports crime patterns that may impact VACO employees and visitors.
- Conducts security and risk assessments of VACO space, ensuring that a safe and secure work environment is maintained.
- Provides security design services to VACO tenants, ensuring that appropriate security countermeasures are properly located, and coordinating the purchase of such equipment with the organization.
- Coordinates or conducts criminal investigations of suspected criminal activity occurring within the VACO campus.
- Oversees VACO camps security and provides law enforcement and security expertise in accordance with Interagency Security Committee standards when applicable.
- Provides policy guidance and oversight for VA police field units and serves as the representative to labor unions concerning VA police issues relevant to VA Directive 0730, 0730/1 and VA Handbook 0730 and 0720.

EXECUTIVE PROTECTION

Functions and Activities

- Monitors all pertinent intelligence and analysis of threats to the senior leaders.
- Provides daily transportation for the executives through fleet management and driver support.
- Provides personal security details for the executives during official in-town and out-of-town travel.
- Shares security-related information within VA and with outside law enforcement officials.
- Provides executive protection to the SECVA and DEPSECVA.

INTELLIGENCE AND ANALYSIS

Functions and Activities

- As a key member of the VA Integrated Operations Center team, provides near real-time incident and event analysis using criminal intelligence and strategic analysis of security risks and crimes facing VA facilities and people.
- Continuously develops and monitors all intelligence and analysis sources from all agencies, Federal Protective Service, United States Secret Service, Federal Bureau of Investigations and all DoD security, and law enforcement agencies.
- Provides daily reviews and analyses of criminal and security-related activity that impact or could impact VA operations.
- Prepares in-depth analysis of crime and security trends to support long-term program development.

LAW ENFORCEMENT TRAINING CENTER

ACADEMICS DIVISION

Functions and Activities

- Provides basic law enforcement training designed to continually enhance the professionalism of police officers throughout the country, to include VA Police Officer, Department of Air Force Police Officer, Naval Police, and other limited jurisdictional agencies.
- Prepares new and experienced law enforcement professionals to fulfill their responsibilities in a safe manner and at the highest level of proficiency.
- Provides duly appointed VA Police Officers with a specialized orientation to Department law enforcement policies and procedures; training that will ensure the proper exercise of Federal statutory law enforcement authority; and specialized training that will prepare them for situations that involve patients or persons of diminished capacity.
- Provides police officers with the knowledge, skills, and ability to blend their duties as law enforcement officers with the special needs of the public they serve.

- Fulfill the Department’s need for training that will ensure students possess basic police knowledge of and attitude toward Federal laws and Department regulations and procedures, particularly in the law enforcement subjects of arrest, search and seizure, and their related constitutional safeguards.
- Thoroughly explain the guideline standards established by the Office of the Attorney General that require Federal departments and agencies having criminal law enforcement jurisdiction to train all personnel empowered with law enforcement authority in policies and procedures for preventing the unauthorized use of this authority.
- Fulfill the requirement that VA Police Officers be trained to deal successfully with situations involving patients at VA health care facilities.

TECHNICAL DIVISION

Functions and Activities

- Provides training for the Ground Defense and Recovery Instructor Course to certify VA Police Services Field Instructors in OC, expandable baton, handcuffing, flow drill, and GDR techniques.
- Provides training for the Firearm Instructors Course to certify VA Police Services field trainers in firearms fundamental shooting and coaching, range safety, and range master responsibilities.
- Provides training for the ATR Instructor course to certify VA Police Service field firearm instructors in tactical operations, tactical live-fire, close-quarter battles drills, force on force and marking cartridge training, and active threat response.
- Provides all initial and sustainment training for LETC special agent staff, and supports training efforts and needs for OS&LE special agents located in Washington DC, HQ.
- Provides all initial firearms, OC, baton, defensive tactics, and GDR training and operator certification for the VA basic police officer course.
- Provides all firearms training for the Air Force basic police officer course.
- Supports the VA Police Services nationwide with instructor recertification courses and mobile training teams for specific training.

ADVANCE DIVISION

Functions and Activities

- Provides advanced courses of instructions in criminal investigations techniques and infrastructure security to enhance VHA’s ability to provide a safe and secure environment for Veterans and employees.
- Supports VHA’s session planning initiatives through the presentation of VA police-centered supervisory and executive leadership courses.
- Develops courses applicable to non-VA police personnel, which are exportable to medical centers and designed to reduce conflict, mitigate disruptive behavior and enhance patient/employee satisfaction.
- Spearheads and manages customer input initiative through the Senior Field Executive Advisory Council to ensure training provided meets the needs of VAMCs.
- Conducts continuous improvement initiatives to improve quality of training materials and reduce expenditures.

TRAINING STANDARDS DIVISION

Functions and Activities

- Oversees development and continuous updates of all training programs utilizing Instructional Systems Design methodologies.
- Prepares and monitors all professional accreditation of training programs.
- Develops and tracks all LETC directives and policies.
- Monitors all yearly Special Agent/Instructor training and credentialing processes.
- Develops and monitors all testing materials for the LETC.
- Manages and issues all law enforcement badges and credentials.
- Oversees LETC central supply and EIL functions.

Authorities

38 USC 901-Secretary's Authority to Protect Life and Property within the Department's jurisdiction.

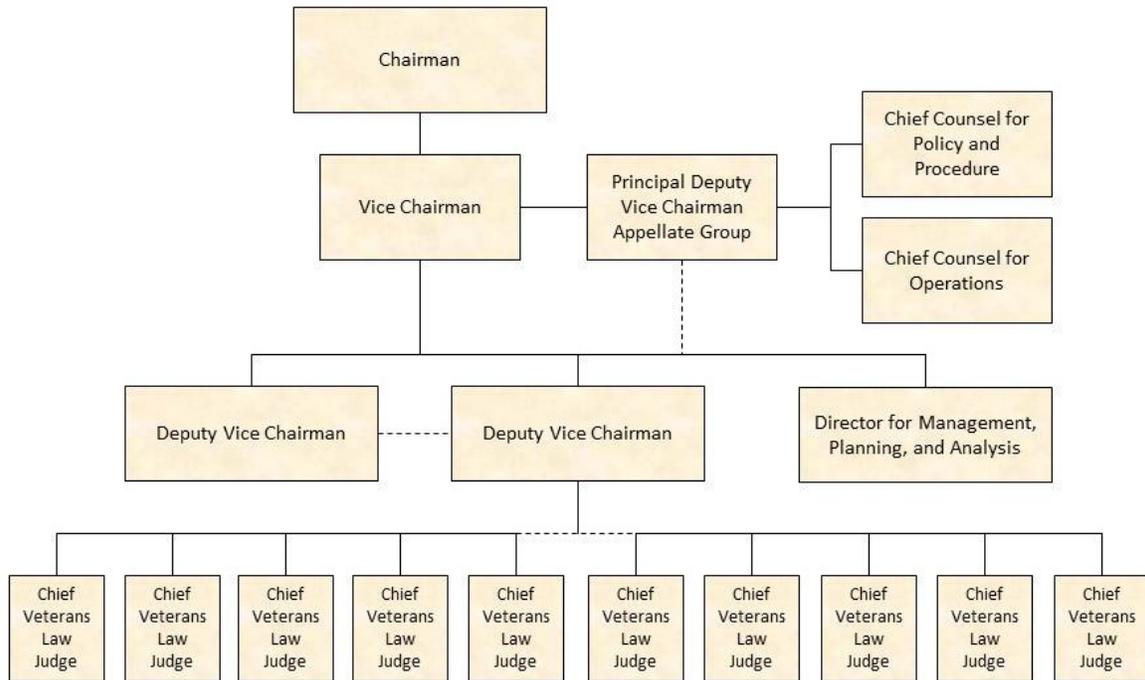
38 USC 902-Authority of Department Police Officers Regulations:

38 CFR 1.200-Employees Duty to Report Criminal Activity

38 CFR 1.218-Security and Law Enforcement of Department Property Policy:

VA Directive and Handbook 0720, 0730, 0730/1, 0730/2 and 0730/3 (currently in draft)

BOARD OF VETERANS' APPEALS



Mission Statement

The mission of the Board of Veterans' Appeals is to conduct hearings and dispose of appeals properly before the Board in a timely manner.

Overview

The Board of Veterans' Appeals (Board) was established in 1933 and operates by authority of, and functions pursuant to, Chapter 71 of Title 38, USC. The Board consists of a Chairman, Vice Chairman, Principal Deputy Vice Chairman, and sufficient Veterans Law Judges (VLJs), staff counsel, and other administrative and clerical staff to conduct hearings and decide appeals in a proper and timely manner. The Board's organizational structure includes an Office of the Chairman; the Appellate Group; an Office of Management, Planning, and Analysis; and an Office of VLJs.

The Board has jurisdiction over appeals arising from the Department's regional offices, medical centers, NCA, and OGC. Although the Board has jurisdiction over a wide variety of issues and matters, the vast majority of appeals considered involve claims for disability compensation or survivor benefits. Examples of other types of claims addressed by the Board include fee-basis medical care, waiver of recovery of overpayments, reimbursements for emergency medical treatment expenses, education assistance benefits, vocational rehabilitation training, burial benefits, and insurance benefits.

OFFICE OF THE CHAIRMAN/APPELLATE GROUP

Overview

The Office of the Chairman consists of a Chairman and a Vice Chairman (SES/VLJ). The Chairman is appointed by the President, by and with the advice and consent of the Senate, for a term of 6 years, and is directly responsible to the Secretary of Veterans Affairs. The Vice Chairman is a member of the Board who is designated by the Secretary. The Board's Appellate Group consists of a Principal Deputy Vice Chairman (SES/VLJ), a Chief Counsel for Policy and

Procedure (senior level), and a Chief Counsel for Operations (senior level). The Appellate Group provides legal advice and policy guidance to the Board and other VA business lines, and includes the following offices: Litigation Support, Quality Review, the Office of Learning and Knowledge Management (Training Office), Labor and Employee Relations, Regulations Office, Research Center, and a Medical Advisor.

Functions and Activities

Manages the overall operations of the Board.

- Conducts the administrative processing of appeals remanded to the Board from the Federal courts.
- Responds to case status inquiries from Veterans, representatives, and members of Congress.
- Develops Board-wide guidance documents, including Chairman's memoranda and other directives.
- Drafts regulatory amendments and reviews and comments on regulations promulgated by other VA organizations that affect compensation benefits, representation before the Department, and claims and appeals processing.
- Serves as a liaison between the Board and other VA components, as well as with external stakeholders, regarding any matters related to the Board.
- Works in close collaboration with the Office of Human Resources and Administration (OHRA) to oversee human resource functions for the Board, to include aggressive hiring of Veterans at all levels of the organization by partnering with VA's Veteran Employment Services Office (VESO).

Establishes and implements Board policies and procedures.

- Manages and runs the Board's Quality Review Program.
- Processes requests for information pursuant to FOIA and the Privacy Act.
- Coordinates training efforts for VLJs and staff counsel, as well as training with other VA offices, as appropriate.
- Maintains legal and medical research materials in various media to assist VLJs and staff counsel in appeals adjudication.
- Provides consultation and training on complex medical questions and provides technical review of medical opinion requests.
- Provides legal guidance to the Board's senior management for employee/labor relations and Equal Employment Opportunity (EEO) matters.
- Recommends charges and penalties in disciplinary matters within the Board.
- Serves as a liaison with Central Office Human Resources Service (COHRS), labor management relations (LMR), and the OGC.
- Recommends resolutions in employee/labor relations and EEO matters and negotiates for the same with employees and their representatives.

OFFICE OF MANAGEMENT, PLANNING, AND ANALYSIS

Overview

The Office of Management, Planning, and Analysis is the administrative directorate of the Board, consisting of the Director, the Deputy Director, the Administrative Support Division, the Office of VLJs Support Division, and the Financial Management Division.

Functions and Activities

Provides support to the Office of VLJs.

- Provides logistical and administrative support for the scheduling and conduct of Board hearings.
- Controls the administrative processing of requests for outside medical opinions.
- Manages the storage and flow of cases throughout the Board in close coordination with Board leadership.
- Dispatches Board decisions and provides administrative support to VLJs and staff counsel.

Provides administrative support to the Board and coordinates with other branches of VA to provide timely responses to inquiries from the public.

- Responds to case status and other inquiries from Veterans, their representatives and other VA offices.
- Processes incoming claims files and establishes appropriate administrative controls.
- Processes incoming mail received at the Board.
- Secures the translation of foreign language documents contained in claims files.

Provides overall financial management for the Board.

- Develops and executes an annual budget.
- Procures and administers contracts.

OFFICE OF VETERANS LAW JUDGES

Overview

The Office of Veterans Law Judges consists of two Deputy Vice Chairmen (DVC) (SES/VLJ), 10 Chief VLJs, up to 78 VLJs, and approximately 400 attorneys who prepare tentative written decisions for review and signature by a VLJ. Veterans Law Judges are appointed by the Secretary of Veterans Affairs, with the approval of the President, based upon the recommendations of the Chairman.

Functions and Activities

Produces timely and accurate appellate decisions for Veterans and other appellants in appeals from regional offices and other parts of the Department responsible for the initial adjudication of benefit claims.

- Staff counsel reviews the record on appeal, researches the applicable law and prepares comprehensive draft decisions/remand orders for review by a VLJ.

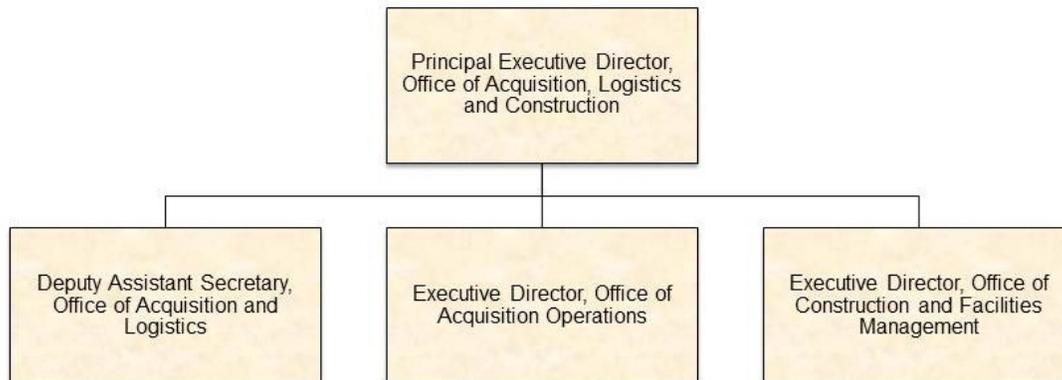
- VLJs review draft decisions/remand orders prepared by staff counsel and issue final decisions, appropriate preliminary orders, and rulings on motions that arise during the course of the proceedings.
- VLJs preside over hearings in appeals before the Board, which are either held in person at the Board's offices in Washington, DC, at a regional office or other field facility designated by the Department or by way of video-teleconference; and rule on motions made during the course of such hearings.

Authorities

38 USC Chapter 71

38 CFR Parts 19 and 20

OFFICE OF ACQUISITION, LOGISTICS, AND CONSTRUCTION



Overview

The Office Of Acquisition, Logistics, and Construction 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.

OFFICE OF THE PRINCIPAL EXECUTIVE DIRECTOR (003)

Functions and Activities

Establishes and oversees enterprise acquisition policy, processes, and education.

- Acts as the primary advisor to the Deputy Secretary on acquisition-related items.
- Develops and maintains the acquisition career management program. Trains and certifies the entire acquisition team through the operation of the VA Acquisition Academy.
- Manages and establishes standards for VA's enterprise-wide acquisition technology tools.
- Formulates, reviews, and implements enterprise wide acquisition policy, ensuring compliance with Federal acquisition policy promulgated by Office of Federal Procurement Policy, legislation, and other regulatory entities.
- Develops VA supply chain management policy and monitors enterprise-wide operations.
- Provides strategic direction and management oversight of VA's delegated authority from 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.
- Oversees the formulation of plans and acquisition strategies.

- Ensures the provision of acquisition services to the Department.

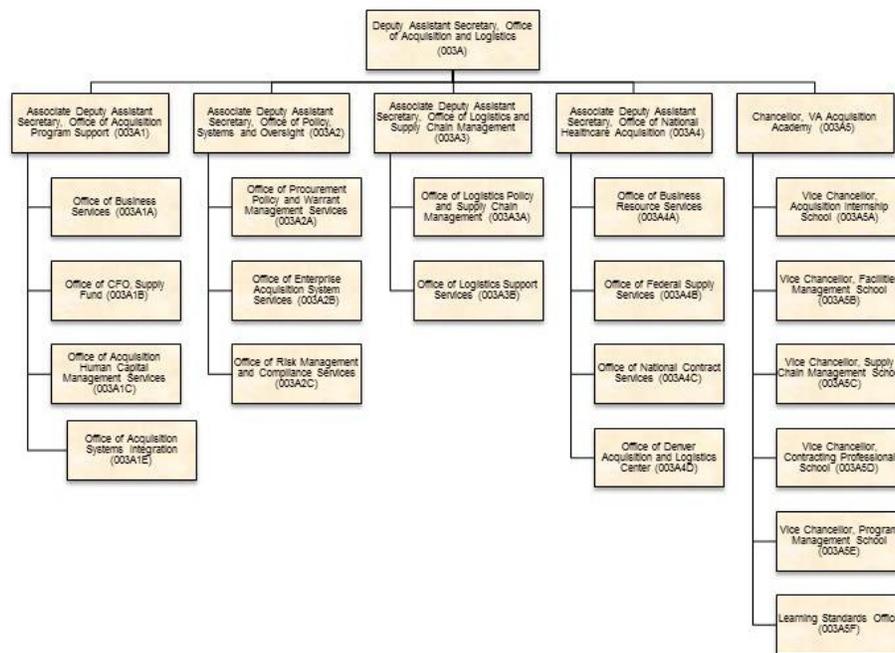
Develops and oversees VA’s major construction program and leasing activities.

- 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.

Authorities

Acquisition Reform Act of 2003 (SARA)
 PL 93-400, as amended by PL 96-83
 38 USC Part VI Chapter 81 Subchapter 1 §§ 8101-8119

OFFICE OF THE DEPUTY ASSISTANT SECRETARY FOR ACQUISITION AND LOGISTICS (003A)



Overview

The Office of the Deputy Assistant Secretary for Acquisition and Logistics provides acquisition and logistics solutions to meet the needs of our customers in support of America's Veterans and their families.

Functions and Activities

Responsible for the Department's acquisition and logistics policy development and enforcement functions.

- Serves as the Senior Procurement Executive (SPE) for the Department.
- Serves as the primary advisor to the Chief Acquisition Officer (CAO) and the SECVA on all matters related to acquisition and logistics, and assists the CAO in the planning and execution of enterprise business strategies and acquisition management.
- Establishes and manages all acquisition workforce policies and programs in the Department.
- Oversees acquisition management functions.
- Testifies before Congress on acquisition and logistics activities.
- Directs the full range of programmatic and oversight duties associated with acquisition and logistics policies and procedures, including procurement policies and procedures for the Department.
- Operates a variety of risk management, quality assurance, and compliance programs, and the contracting officer warrant program to ensure proper stewardship of Department resources.
- Oversees the development, deployment, and operational assessment of directives to effectively and efficiently implement Federal law, Presidential Executive Orders, and the Federal Acquisition Regulation (FAR).
- Develops and maintains VA's Acquisition Regulations (VAAR) and other Departmental acquisition and logistics guidance.

Represents the Department in matters pertaining to intergovernmental acquisition and logistics, policies and procedures, and coordinates intergovernmental support operations. Manages the Department's acquisition systems.

- Oversees the operation of enterprise acquisition management information systems and ensures timely and accurate acquisition reporting to the OMB and Congress.
- Provides operational performance assessments related to system use.
- Oversees implementation of system enhancements.

Oversees acquisition support programs and processes.

- Establishes and manages all acquisition workforce policies and programs in the Department.
- Establishes and manages all acquisition workforce development policies and programs, and manages the Federal acquisition workforce certification programs.
- Develops and deploys Department-level acquisition career management doctrine, policy and implementing regulations to assure compatibility with overall VA objectives and Federal mandates.

- Directs the strategic planning, operational improvement and integrated performance management functions.
- Formulates, manages, and executes the VA Supply Fund. Supports in excess of \$18 billion in annual spending across the Department.
- Directs the development of metrics and performance standards for all acquisition activities identifying potential systemic problems and/or continuous improvement opportunities.
- Identifies and applies new approaches and/or solutions to improve acquisition planning, execution, and workforce development.

Oversees supply chain management activities.

- Formulates VA-wide logistics and supply chain management doctrine, policy, and strategies for supplier relationship transformation, supply chain process improvement, strategic sourcing, and product standardization.
- Ensures VA's logistics and supply chain management program complies with Federal law and regulation, presidential directives, and OMB mandates.
- Oversees a comprehensive review process to ensure VA's logistics programs are organized to achieve cost-effective solutions consistent with laws and regulations, sound business practices, and customer service expectations.

Establishes educational and training requirements and programs for the Department's acquisition workforce.

- Provides training and professional development curriculums based on acquisition workforce competency and certifications requirements established by OMB.
- Oversees the design, development, and management of the Federal Acquisition Certification in Contracting (FAC-C), Program and Project Management (FAC-P/PM), and Contracting Officer's Representatives (FAC-COR) training curriculum practices, procedures and protocols.
- Oversees curriculum development and training delivery of the Schools for Logistics Management and Construction and Facilities Management.
- Develops automated systems to collect and store acquisition workforce data to support VA's acquisition workforce certification program.

Supports VA's health care procurement requirements as well as the needs of other Government agencies.

- Develops and administers healthcare related Federal Supply Schedules and national standardization contracts for health care system, commodities, equipment, services, and just-in-time distribution programs.
- Manages the awards of high volume contracts for recurring items used throughout the Federal health care system.

Authorities

Acquisition Reform Act of 2003 (SARA)

OFFICE OF ACQUISITION PROGRAM SUPPORT (003A1)

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, supply fund management, human resources liaison requirements, business transformation, OAL facilities and emergency preparedness.

Functions and Activities

- Manages a comprehensive acquisition career management program in accordance with 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 and manages an acquisition corps training and certification program for the Department to develop a professional acquisition workforce.
- Develops and manages the Department's "Critical Acquisition Position" list to support the development of highly qualified and certified acquisition professionals for assignment to critical programs and contract support positions.
- 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 (003A1A)

Overview

The Office of Business Services manages functions comprising two divisions: Human Resources Liaison (HRL) and Operations Support (OS).

Functions and Activities

- Responsible for providing an array of human resources services including advice, guidance, and processing, in conjunction with the Central Office Human Resources Services (COHRS), 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 the COHRS, the Office of Resolution Management, and the Privacy Office to complete the processing of human resources actions and resolve issues to ensure applicable laws, rules, regulations and policies are followed.

- Oversees a variety of operational and administrative support programs necessary to sustain business lines in the Office of Acquisition and Logistics (OAL) and the Office of Acquisition Operations (OAO).
- 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 management system; property management and equipment inventory; several components of Equal Employment Opportunity; emergency preparedness and Continuity of Operations (COOP) programs; organizational-wide training; and intra-organizational procurement support. Coordinates with a number of offices, including VACO 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.

OFFICE OF CFO, SUPPLY FUND (003A1B)

Overview

The Office of the CFO, Supply Fund manages VA's Supply Fund (Revolving Fund).

Functions and Activities

- Formulates the budget and executes the VA Supply Fund that generates in excess of \$18 billion in annual sales, provides over 1,000 full-time equivalent positions throughout the Office of Acquisition and Logistics (OAL), Office of Acquisition Operations, the Office of Small and Disadvantaged Business Utilization, the Veterans Health Administration's Procurement and Logistics Office, and various legal, assessment, and administrative support positions throughout the Department.
- The Supply Fund recovers its operating expenses through surcharges on various products or services provided to Veterans and other Government agencies. VA organizations and facilities can use the 1 VA+ Program to extend obligation authority of appropriated funds for short periods of time to support bona fide program needs.

- The Supply Fund supports the Capital Leasing Program to rent equipment, and reduces initial acquisition costs by spreading payments over a period of up to 5 years. VA and OGA customers routinely take advantage of minimal finance rates offered by the program.
- In partnership with the Finance Service Center in Austin, Texas, the Supply Fund recovers duplicate payments to vendors and unused credits from vendors.
- The Office performs a full range of accounting functions, including recording obligations and processing payments, maintaining financial records of the Supply Fund, performing financial analyses, and managing the annual fund audit process conducted by a private sector accounting firm.

OFFICE OF ACQUISITION HUMAN CAPITAL MANAGEMENT SERVICES (003A1C)

Overview

The Office of Acquisition Human Capital Management Services manages acquisition strategic planning and operational assessments.

Functions and Activities

- Develops and maintains reporting mechanisms for critical operational and transformational metrics, and analyzes performance outcomes to identify potential systemic problems and continuous improvement opportunities.
- Manages strategic planning for the OAL, tracks progress on strategic and operational initiatives, and initiates corrective actions.
- Provides integrated performance reporting for OAL to the VA Integrated Operating Model.
- 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.
- Manages an internal acquisition customer satisfaction program to identify and resolve systemic problems to include necessary changes in customers' Service Level Agreements.
- Provides around-the-clock acquisition and logistics policy support to the Department via the VA Integrated Operations Center.

Integrates VA acquisition systems to achieve greater efficiency and effectiveness.

- 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.
- Serves as VA's acquisition career manager for the acquisition certification program for Program and Project Managers.

- Supports the Department’s Chief Acquisition Officer and senior leadership in fulfilling the acquisition program management oversight function of the Department.

Authorities

Acquisition Reform Act of 2003 (SARA)

Federal Property and Administrative Services Act of 1949 (as amended)

31 USC Economy Act (as amended)

GSA FSS Delegation for Selected Federal Supply Classification Groups of 1961 (as amended).

OFFICE OF POLICY, SYSTEMS, AND OVERSIGHT (003A2)

Overview

The Office of 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 \$18 billion.

Functions and Activities

- Manages and directs the development, deployment, and operational assessment of directives to effectively and efficiently implement Federal law, Presidential Executive Orders, the FAR, and other Department guidance across the acquisition enterprise.
- Formulates, reviews, and implements Department-level acquisition policy and guidance as it relates to the Department’s acquisition activities.
- Represents the Department in matters pertaining to intergovernmental acquisition and logistics policies and procedures; coordinates intergovernmental support operations.

OFFICE OF PROCUREMENT POLICY AND WARRANT MANAGEMENT SERVICE (003A2A)

Overview

The Office of Procurement Policy and Warrant Management Service formulates VA-wide procurement doctrine and policy.

Functions and Activities

- Formulates, reviews, and implements VA Acquisition Regulations, which supplements the FAR.

Manages the Contracting Officer Warranting Program.

- Coordinates the issuance of warrants through the Departments Senior Procurement Executive.
- Reviews and processes Contracting Officer warrants for the Department.

OFFICE OF ENTERPRISE ACQUISITION SYSTEM SERVICES (003A2B)

Overview

The Office of Enterprise Acquisition System Services directs the development, deployment, and maintenance of enterprise automated systems, including the Electronic Contract Management System.

Functions and Activities

- Develops and maintains acquisition enterprise-level automated business systems.

- Integrates business systems with other corporate systems such as financial management systems and conducts operational performance assessments.

OFFICE OF RISK MANAGEMENT AND COMPLIANCE SERVICE (003A2C)

Overview

The Office of Risk Management and Compliance Service develops and implements procurement and risk management, quality assurance, and compliance activities.

Functions and Activities

- Monitors operational performance to ensure goals and priorities are met and program activities are controlled.
- Collects data to support internal measurement and assessment programs, and prepares reports for OMB and Congress.
- Manages the OMB Circular A-123 program regarding the assessment of VA procurement activities.
- Manages VA's Suspension and Debarment program.
- Manages VA's Protest and Mistake-in-Bid programs.
- Manages VA's Subcontract Compliance Review program.

Authorities

Acquisition Reform Act of 2003 (SARA)
Federal and Departmental Acquisition Regulations

OFFICE OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT (003A3)

Overview

The Office of Logistics and Supply Chain Management establishes and oversees enterprise supply chain management policies.

Functions and Activities

- Formulates Department supply chain management doctrine (guiding principles) and policies, ensuring that supply chain functions are integrated effectively and efficiently with other key enterprise management functions. Formulates supplier relationship management and sourcing strategies that best leverage industry capabilities consistent with Veteran service delivery models and Department resources.
- Analyzes Department buying practices and develops business cases 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 OMB's Program Management Board, the Office of Federal Procurement Policy-sponsored Government-wide Strategic

Sourcing Leadership Council, and the DoD/VA Joint Executive Council. Serves as a principal on various internal Department management councils such as the Acquisition Executive Council, the Enterprise Training Advisory Board, and the HSPD–12 Advisory Committee. Chairs the Department's Supply Chain Executive Council (VA's senior logistics and supply chain governance forum).

- Serves as de facto proponent for VA's logistics and supply chain management workforce. Develops and implements a comprehensive, competency-based training and professional development program to build and sustain a capable logistics workforce, ensure complete supply chain support to VA's various service provider communities, and develop the Department's future logistics leaders.
- Executes specified operational enterprise logistics support activities including, but not limited to: freight management; employee 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.

OFFICE OF LOGISTICS POLICY AND SUPPLY CHAIN MANAGEMENT (003A3A)

Overview

The Office of Logistics Policy and Supply Chain Management establishes and oversees enterprise supply chain management policies.

Functions and Activities

- Formulates, reviews and implements Department-level supply chain management policies, including strategic sourcing policies.
- Ensures that supply chain functions are integrated with other key enterprise management functions.
- Develops supply chain management training and professional development strategies.
- Monitors relations with VA's supplier community.
- Advises business owners and service providers (e.g., OIT) on enterprise logistics information technology requirements.
- Oversees supply chain management standards.
- Coordinates Federal property management inventory reporting.
- Participates in the Department planning, programming, and budgeting system with respect to assigned areas of responsibility.
- Communicates and coordinates with other Government Agencies and members of the public, as appropriate, in carrying out assigned functions.

OFFICE OF LOGISTICS SUPPORT SERVICE (003A3B)

Overview

The Office of Logistics Support Service provides specified logistics support services.

Functions and Activities

- Develops printing and publication policy and guidance.
- Provides a wide range of publications services to VA customers, including duplication and distribution services, design services and preparation of detailed specifications for printed material.
- Manages and develops policy for Departmental freight management, household goods moves and employee relocations, and small-package express delivery.
- Provides selected shipping and product distribution services for VA, such as all VA-stocked forms and publications, burial flags, etc.

Authorities

Acquisition Reform Act of 2003 (SARA)

Federal Property and Administrative Services Act of 1949 (as amended)

Federal Management Regulation §§ 102-36, -38, and -39

Federal Property Management Regulation §§ 101-27 and -42

VA Directives and Handbooks 7002/1 and 7348

USC Title 44

49 USC § 10721 and 13172

41 CFR 102-117 and 102-117

FAR Subpart 47.104, Government rate tenders under §§ 10721 and 13712 of the ICA U.S. Government Freight Handbook

VA Handbook 7240, Transportation and Traffic Management (May 24, 1996)

VA Acquisition Regulation Part 847, Transportation Information Letter (IL) 001AL-10-01,
Guidance for the Distribution and Replenishment of Burial Flags (Nov. 6, 2009)

NATIONAL ACQUISITION CENTER (003A4)

Overview

The National Acquisition Center (NAC) is a self-sustaining, revenue generating organization for VA's Supply Fund. With a staff of 291 employees, and locations in Hines, IL, and Golden, CO, the NAC is responsible for the establishment and administration of various national health care-related acquisition and logistics programs, which serve and benefit VA and other Government agencies. The 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 healthcare services, reference labs, just-in-time distribution programs, drug repackaging, patient centered community care, dialysis services, batteries, and hearing aid repairs. The 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. The NAC is comprised of four service elements: Business Resource Service, Federal Supply Schedule Service, National Contract Service, and Denver Acquisition and Logistics Center.

Functions and Activities

Provides leadership, direction and operational oversight for its programs, the facility and staff. Develops and oversees national health care-related acquisition programs for VA and other Government agencies.

- Leads as the organization's Head of Contracting Activity and Competition Advocate.
- Develops and administers strategic business plan for the organization.

- Ensures the Department’s Office of Acquisition, Logistics and Construction’s mission and goals are encompassed in its mission, plans and programs.
- Develops and maintains collaborative partnerships through outreach to and involvement of stakeholders, customers, and industry partners.
- Develops and leads a professional acquisition staff.
- Co-chairs VA/DoD Acquisition and Medical Materiel Management Work Group.
- Represents VA at various external Federal and Public panels and workgroups such as GSA’s Governance Board, GSA Multiple Award Schedule Policy Workgroup, HHS’s Committee for Bioterrorism, Federation of American Hospitals, 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.

OFFICE OF BUSINESS RESOURCES SERVICE (003A4A)

Overview

The Office of Business Resources Service is responsible for the day-to-day operations of the facility. The Office also provides facility management contracting for the building and contingency contracting support and assistance to VA, and other Federal and State customers responding to natural and manmade disasters.

Functions and Activities

- Provides oversight and management of resources, space, budget, travel, training, and policies for the organization.
- Manages data warehouse tool and reporting related to programs, resources, metrics, accuracy, and compliances including NAC’s robust Contract Catalog Search Tool.
- Responsible for Government information related to FOIA, the Privacy Act, and electronic records management.
- Provides technical reviews of acquisition documents, solicitations, and contracts.
- Provides acquisition support and assistance to VA’s Office of Security and Preparedness, the Office of Emergency Management, and CDC’s Strategic National Stockpile Program.

OFFICE OF FEDERAL SUPPLY SCHEDULE SERVICES (003A4B)

Overview

The Office of Federal Supply Schedule Services 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.

Functions and Activities

- Establishes and administers VA's Federal Supply Schedule Program.
- Responsible for nine Federal Supply Schedules.
- Administers daily over 1,800 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.
- Active participants with GSA on policy, procedure and process development and implementation.

OFFICE OF NATIONAL CONTRACT SERVICE (003A4C)

Overview

The Office of National Contract Service is responsible for the establishment, award, and administration of national standardization contract vehicles for pharmaceuticals, medical/surgical supplies, medical equipment, and other health care-related commodities and services.

Functions and Activities

- Collaboratively partners with stakeholders and customers to develop and award cost-effective acquisition vehicles.
- Leverages various customers' requirements to achieve best pricing, terms and conditions for all users.
- Establishes and awards national contract, national blanket agreements against the FSS and blanket ordering agreements with AbilityOne firms in support of VHA, VBA, NCA, and other Federal agencies.
- Awards and administers prime vendor distribution (just-in-time) programs for pharmaceuticals, medical/surgical supplies, and subsistence.
- Partners with DoD, Department of Health and Human Services (HHS), Bureau of Prisons, and other Federal customers on joint procurements of medical/surgical supplies, high-tech medical systems, and pharmaceuticals.

OFFICE OF DENVER ACQUISITION AND LOGISTICS CENTER (003A4D)

Overview

The Office of Denver Acquisition and Logistics Center provides acquisition and logistics support primarily to VHA and our Veterans through the award, administration and delivery of prosthetic/orthotic products and services.

Functions and Activities

- Awards and administers contracts for prosthetic, orthotic, and other medical devices (e.g., hearing aids, assistive listening devices, orthotic items, and telehealth devices).
- Provides hearing aid repair services to our Veteran population.

- Awards and administers various healthcare related service contracts such as patient centered community care services, non-VA dialysis services, traumatic brain injury study, and VAAA training courses.
- Provides logistical support in the ordering and delivery of hearing aids, hearing aid batteries, and home telehealth devices to our Veterans and VA facilities.

Authorities

Federal Acquisition Regulation (FAR)

GSA Acquisition Manual

Defense Federal Acquisition Regulations (DFAR)

Federal Property Management Regulations (FPMR)

Acquisition Reform Act of 2003 (SARA)

Federal Acquisition Streamlining Act of 1995 (FASA)

Federal Acquisition Reform Act of 1996 (FARA)

Economy Act, DoD Sharing Agreement 2121, 2111

Federal Property and Administrative Services Act 1949 (as amended)

31 USC

PL 93-400, as amended by PL 96-83

GSA FSS Delegation for Selected Federal Supply Classification Groups 1960-Present (as amended)

VA Directives and Handbooks 7124, 7125 and 7126

CHANCELLOR, VA ACQUISITION ACADEMY (003A5)

Overview

The Chancellor of the VA Acquisition Academy is charged with creating learning opportunities for acquisition professionals to efficiently award and manage contracts in order to attain the goods and services needed to achieve the vital mission of VA.

Functions and Activities

Recapitalizes VA's acquisition workforce through the Acquisition Internship School (003A5A).

- Trains the next generation of acquisition professionals.
- Uses an experiential learning model to include skill building, where interns apply theoretical concepts in a safe, simulated environment and learn by doing. The experiential model accelerates the learning curve and enables interns to be more productive more quickly and add immediate bench strength to the VA acquisition workforce.
- Satisfies Government-wide professional certification requirements mandated by the Office of Federal Procurement Policy (OFPP) to ensure interns gain education leading to Federal Acquisition Certification in Contracting (FAC-C), Levels I and II.
- Employs a holistic approach to develop the technical contracting skills, as well as competencies in communication, critical thinking, program management, business acumen, customer service, oral and written communication, risk management, creative thinking and interpersonal skills to create trusted business partners capable of executing the FAR's emphasis on using sound business judgment to deliver best value solutions to serve the Veteran.
- Conducts robust stakeholder engagement to ensure the Acquisition Intern School (AIS) is meeting VA business needs and developing learning interventions.

- Executes the Warriors to Workforce (W2W) intern program to train and educate wounded Veterans as either a contract specialist or program manager, while providing a critical source of talent for the Federal Acquisition workforce. The program enables interns to achieve college-level credits and complete either a 2-year Acquisition Intern or Program Management Fellows Program. The curriculum also includes peak performance training focused on management of the mental, emotional, and physiological responses to perform at peak performance under stress.
- Delivers training to other Government agencies utilizing established mechanisms for student seat fees.
- Ensures highest quality training by utilizing a standardized student evaluation tool and in-class instructor evaluations conducted by training specialists and SMEs.

OFFICE OF FACILITIES MANAGEMENT SCHOOL (003A5B)

Overview

The Facilities Management School provides professional development, training, certification, and continuous learning opportunities for the Department of Veterans Affairs facilities management workforce to enable them to cost effectively construct, operate, and manage facilities to better serve our Nation's Veterans and their families. These services are provided through an extensive array of relevant competency-based training delivered via multiple modalities. Evaluates and assesses the learning content across the Academy enterprise through the Learning Standards Office.

Functions and Activities

- Conducts analysis and evaluation of training activities and instructor evaluation.
- Captures data in an evaluation tool to reflect return on investment.
- Utilizes a knowledge-management infrastructure for capture, sharing, and reuse.
- Manages, acquires, and maintains accreditation from the Council on Occupational Education and the International Association for Continuing Education and Training, and establishes college credit eligibility for courses.
- Complies with the provisions of the Federal Buildings Personnel Training Act.
- Provides training to close competency gaps for the VA facility management workforce.
- Conducts stakeholder engagement and value management methodologies to ensure the alignment with business needs to obtain feedback.
- Reviews the facilities management curriculum continuously for relevance, optimization, and delivery modality innovations.
- Incorporates VA-specific case studies and Examples into the curriculum to increase relevance using practical data.
- Provides facilitated workshops and other performance excellence support to VA construction and facilities management teams to address programmatic-specific needs throughout the life cycle of a facility.
- Delivers training to other Government agencies utilizing established mechanisms for student seat fees.

OFFICE OF SUPPLY CHAIN MANAGEMENT SCHOOL (003A5C)

Overview

The Supply Chain Management School conducts quality training to ensure the existing supply chain workforce possess the necessary skills, knowledge, and the understanding to excel in their jobs, and to educate the workforce of the importance of their roles and responsibilities to ensure the supply chain process is cost efficient and effective.

Functions and Activities

- Provides state-of-the-art courses, blending academic rigor and real-world experiences, that are sponsored and taught by industry experts with a focus on best practices for supply chain operations, and improving supply chain performance and management at all levels.
- Provides training to ensure VA and supply chain managers close competency gaps.
- Conducts stakeholder engagement and value management methodologies to ensure the alignment with business needs and obtain feedback on SCM impacts.
- Ensures the highest quality training with standardized student evaluation tool and in-class instructor evaluations by training specialists and SMEs.
- Delivers training to other Government agencies utilizing established mechanisms for student seat fees.

OFFICE OF CONTRACTING PROFESSIONAL SCHOOL (003A5D)

Overview

The Contracting Professional School conducts technical and professional competency-focused training to enable the VA acquisition workforce to obtain and maintain the Office of Federal Procurement Policy's (OFPP) Federal Acquisition Certification in Contracting (FAC-C) Levels I, II, and III.

Functions and Activities

- Incorporates VA-specific case studies and Examples into the curriculum to increase relevance. Examples are practical and create a meaningful theory-to-practice connection.
- Offers specialized acquisition training in areas such as strategic sourcing, forging stakeholder relationships, developing performance-based work statements, construction, leasing, and VA's Electronic Contract Management System (eCMS).
- Provides orientation for all new VA contracting professionals introducing them to VA-specific contracting procedures, systems, and resources.
- Provides electives to assist VA acquisition employees in earning Continuous Learning Points (CLPs) to maintain required professional certifications.
- Ensures highest quality training by utilizing a standardized student evaluation tool and in-class instructor evaluations conducted by training specialists and SMEs.
- Solicits stakeholder engagement to ensure alignment with business needs to satisfy the VA mission.
- Delivers training to other Government agencies utilizing established mechanisms for student seat fees.

OFFICE OF PROGRAM MANAGEMENT SCHOOL (003A5E)

Overview

The Program Management School trains and certifies VA program and project managers to a Federal-wide competency-based standard at entry, mid-, and senior levels of experience.

Functions and Activities

- Provides training to ensure VA program and project managers achieve and maintain required Federal Acquisition Certification in Program/Project Management (FAC-P/PM) and close competency gaps.
- Ensures immediate impact through capstone examination to certify skills. Assists in the development of action plans to ensure immediate impact working toward establishing a program/project management culture in VA.
- Provides facilitated workshops and other performance excellence support to VA acquisition teams to address programmatic-specific needs throughout the program life cycle.
- Conducts stakeholder engagement and value measurement methodologies to ensure alignment with business needs and obtain feedback on program impacts.
- Works with the OIT, VHA, and Construction and Facilities Management to ensure trained and certified program and project managers.
- Trains and certifies VA Contracting Officer Representatives to satisfy Government-wide professional certification requirements mandated by Office of Federal Procurement Policy in Federal Acquisition Certification-Contracting Officer Representative (FAC-COR).
- Partners with VA Learning University (VALU) as the funding agency to train and certify VA program and project managers and Contracting Officer Representatives.
- Delivers training to other Government agencies utilizing established mechanism for student seat fees.

Authorities

Services Acquisition Reform Act of 2003 (SARA)

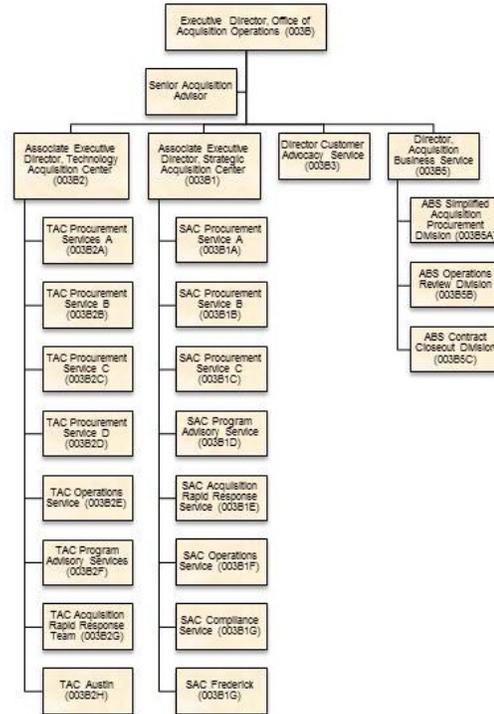
Office of Federal Procurement Policy (OFPP) Policy Letter 05-01 (FAC-C)

OMB Memorandum, The Federal Acquisition Certification for Contracting Officer Technical Representatives, dated Nov. 26, 2007 (FAC-COR)

OMB Memorandum, The Federal Acquisition Certification for Program and Project Managers, dated April 25, 2007 (FAC-P/PM)

Public Law 111-308, The Federal Buildings Personnel Training Act of 2010

OFFICE OF ACQUISITION OPERATIONS (003B)



Overview

The Office of Acquisition Operations strives to enable its customers to provide best value solutions to Veterans and their families.

Functions and Activities

The Executive Director of the Office of Acquisition Operations is the VA official Head of the Contracting Activity (HCA) and directs acquisition, contracting, and contract administration for VA's Office of Acquisition Operations and VACO staff organizations, including OM, OHRA, and OIT.

- 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.
- Exercises direct-line authority for acquisition actions at VA's Strategic Acquisition Center (SAC), in support of enterprise wide, non-IT, strategically sourced medical supplies, equipment, and services, in a manner that increases standardization, reduces cost, and increases transparency, and acquisition actions in support of VACO organizations, including VBA, NCA, and VHA.
- Exercises direct-line authority for acquisition actions at VA's Technology Acquisition Center, in support of VA-wide strategic information technology supplies, equipment, and services.
- Exercises direct-line authority for acquisition actions at Acquisition Business Service in support of VACO organizations, including VBA, NCA, and VHA.
- Ensures awarded procurement actions meet and exceed performance measures in accordance with the Department's acquisition program goals and objectives.

- Oversees procurement actions for unauthorized commitments and unsolicited proposals at the TAC, SAC, and Acquisition Business Service for customer organizations.
- Responsible for the procurement management and oversight of VA's interagency agreements and national advisory and assistance contracts for customer organizations.

Formulates and recommends enterprise wide acquisition operations guidance, plans, and strategies that support the Department's mission, goals, and objectives.

- Establishes agreements between VA and other Federal and private organizations in an effort to promote economy and effectiveness in the supply process.
- Analyzes procurement data and develops acquisition strategies to leverage VA's buying power.
- Provides quality control programs to ensure OAO procurement programs are carried out in accordance with Federal and Department acquisition policies and practices established by regulation and competent authority.
- Sponsors acquisition process improvement studies and recommends improvement to VA's practices.
- Evaluates new acquisition programs and implements the "best of breed."
- As the Department's competition advocate, promotes full and open competition.
- Provides execution support of the Department's strategic sourcing programs and initiatives.

Formulates and directs comprehensive outreach programs with OAO customers to ensure quality and timely acquisitions.

- Advises and provides guidance to senior leadership regarding acquisition strategies and issues, and provides acquisition support to VHA, VBA, NCA, OIT, and VACO Staff Offices.
- 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, VSO, and appropriate civic organizations.
- Guides and directs the development of a comprehensive education and training program for TAC, SAC, and VACO customers.
- Provides advice and assistance to VA's program offices to acquire market analyses, market forecasts, product sources, Government cost estimates, and requirements documents in order to achieve effective and efficient contracts and acquisition of goods and services.
- Fosters and maintains positive relationships with vendors and furthers partnerships with VA's supplier community.
- Represents VA on intergovernmental groups and councils, and coordinates VA acquisition programs with that of other Government agencies.

Authorities

Federal Acquisition Regulation (FAR)

Veterans Affairs Acquisition Regulation (VAAR)

Services Acquisition Reform Act of 2003 (SARA)
PL 93-400, as amended by PL 96-83
Federal Acquisition Streamlining Act of 1995 (FASA)
Federal Acquisition Reform Act of 1996 (FARA)
Economy Act, DoD Sharing Agreement 2121, 2111

STRATEGIC ACQUISITION CENTER (003B1)

Overview

The Strategic Acquisition Center 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.

Functions and Activities

Develops and oversees enterprise-wide, non-IT acquisition operations and provides direct contracting support.

- Oversees the formulation of plans and acquisition strategies for the high-dollar, highly-complex procurement of supplies, equipment and services identified for strategic sourcing throughout VA.
- Accomplishes acquisitions in support of VA-wide strategic medical technologies.
- Executes the SAC's Strategic Sourcing Program.
- Ensures all SAC acquisitions that meet the threshold undergo a Contract Review Board process and utilize Integrated Product Teams.
- Responsible for executing all non-field, non-IT Interagency Agreements and Advisory and Assistance Contracts.
- Ensures the SAC's awarded procurement actions meet and exceed performance measures in accordance with the Department's program goals and objectives, and contract requirements.

Formulates and recommends acquisition operations guidance, plans, and strategies in support of SAC, OAO, and Department mission, goals, and objectives.

- Evaluates effectiveness and economy of SAC procurement activities.
- Conducts analyses of procurement data to develop acquisition strategies that will leverage SAC and VA buying power.
- Develops and recommends improved business practices to execute SAC's procurement activities.
- Analyzes market conditions, prepares market forecasts, develops product sources, and maintains positive relations with vendors, with the goal of achieving partnerships in support of the SAC's Strategic Sourcing Program.

Provides comprehensive outreach to SAC customers and vendors to ensure quality and timely acquisitions.

- Develops and implements a comprehensive education and training program for SAC customers.
- Works with SAC customers to develop acquisition strategies and timelines for all acquisitions as appropriate.
- Provides acquisition support to other Government agencies.

Authorities

Federal Acquisition Regulation (FAR)
Veterans Affairs Acquisition Regulation (VAAR)
Services Acquisition Reform Act of 2003 (SARA)
PL 93-400, as amended by PL 96-83
Federal Acquisition Streamlining Act of 1995 (FASA)
Federal Acquisition Reform Act of 1996 (FARA)
Economy Act, DoD Sharing Agreement 2121, 2111

STRATEGIC ACQUISITION CENTER PROCUREMENT SERVICES A, B, C, AND SAC-FREDERICK

Functions and Activities

- Executes high-dollar, highly-complex procurement of supplies, equipment and services throughout VA.
- Develops and facilitates all pre-award, administration, and post award procurement actions.
- Prepares appropriate packages and documents for all acquisitions that meet the threshold of the Contract Review Board process.
- Executes non-field Interagency Agreements and Advisory and Assistance Contracts.
- Conducts market research analysis, identifies product sources, establishes partnerships, and maintains positive relationships with customers and vendors in support of VA's mission requirements.
- Provides comprehensive training to customer organizations.
- Collaborates with customers to develop acquisition strategies and timelines for all acquisitions, as appropriate.
- Prepares acquisition packages and correspondence for HCA review and approval.

Authorities

Federal Acquisition Regulation (FAR)
Veterans Affairs Acquisition Regulation (VAAR)
Services Acquisition Reform Act of 2003 (SARA)
PL 93-400, as amended by PL 96-83
Federal Acquisition Streamlining Act of 1995 (FASA)
Federal Acquisition Reform Act of 1996 (FARA)
Economy Act, DoD Sharing Agreement 2121, 2111

STRATEGIC ACQUISITION CENTER PROGRAM ADVISORY SERVICE

Functions and Activities

- Provides cost, schedule, and performance expertise on critical Department programs.
- Coordinates post award procurement actions.
- Provides comprehensive training to customer organizations.
- Ensures awarded procurement actions meet and exceed performance measures in accordance with the Department's acquisition program goals and objectives, and contract requirements.

Authorities

Federal Acquisition Regulation (FAR)
Veterans Affairs Acquisition Regulation (VAAR)
Services Acquisition Reform Act of 2003 (SARA)
PL 93-400, as amended by PL 96-83
Federal Acquisition Streamlining Act of 1995 (FASA)
Federal Acquisition Reform Act of 1996 (FARA)
Economy Act, DoD Sharing Agreement 2121, 2111

STRATEGIC ACQUISITION CENTER ACQUISITION RAPID RESPONSE SERVICE

Functions and Activities

- Provides expert advice and acquisition requirement package development services to VA's non-IT program offices.
- Collaborates and coordinates development of pre-acquisition market analyses, market forecasts, product sources, Government cost estimates, and applicable requirements documents and justifications.
- Provides comprehensive training to VA program offices.

Authorities

Federal Acquisition Regulation (FAR)
Veterans Affairs Acquisition Regulation (VAAR)
Services Acquisition Reform Act of 2003 (SARA)
PL 93-400, as amended by PL 96-83
Federal Acquisition Streamlining Act of 1995 (FASA)
Federal Acquisition Reform Act of 1996 (FARA)
Economy Act, DoD Sharing Agreement 2121, 2111

STRATEGIC ACQUISITION CENTER COMPLIANCE SERVICE

Functions and Activities

- Conducts quality control and compliance reviews to assure the OAO acquisition program is managed in accordance with procurement policy, regulations, and generally accepted criteria within the Federal Government.
- Prepares all SAC acquisitions that meet the threshold for Contract Review Board process and utilize Integrated Product Teams.
- Assists contracting staff to ensure electronic and physical procurement files contain required documentation
- Conducts internal contract performance reviews and audits.
- Collaborates with SAC Program Advisory Service to ensure SAC procurement actions meet and exceed performance measures in accordance with the Department's program goals and objectives, and contract requirements.
- Prepares procurement data reports for senior acquisition officials analysis and acquisition strategy development to leverage SAC and VA buying power.

Authorities

Federal Acquisition Regulation (FAR)
Veterans Affairs Acquisition Regulation (VAAR)
Services Acquisition Reform Act of 2003 (SARA)
PL 93-400, as amended by PL 96-83
Federal Acquisition Streamlining Act of 1995 (FASA)
Federal Acquisition Reform Act of 1996 (FARA)
Economy Act, DoD Sharing Agreement 2121, 2111

TECHNOLOGY ACQUISITION CENTER (003B2)

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 and technology, primarily for the Office of Information and Technology (IT).

Functions and Activities

Develops and oversees enterprise-wide IT acquisition operations and provides direct contracting support.

- Oversees the formulation of plans and acquisition strategies for the high-dollar, highly-complex procurement of IT supplies, equipment, and services for the Department.
- Accomplishes acquisitions in support of VA-wide strategic information technology requirements.
- Ensures all TAC acquisitions that meet the threshold undergo a Contract Review Board process and utilize Integrated Product Teams.
- Responsible for executing all IT Interagency Agreements and Advisory and Assistance Contracts.
- Ensures the TAC's awarded procurement actions meet and exceed performance measures in accordance with the Department's program goals and objectives, and contract requirements.

Formulates and recommends acquisition operations guidance, plans, and strategies in support of TAC, OAO, and Department mission, goals, and objectives.

- Evaluates effectiveness and economy of TAC procurement activities.
- Conducts analyses of procurement data to develop acquisition strategies that will leverage TAC and VA buying power.
- Develops and recommends improved business practices to execute TAC's procurement activities.
- Executes the TAC's Strategic Sourcing Program in support of VA's IT requirements.
- Analyzes market conditions, prepares market forecasts, develops product sources, and maintains positive relations with vendors, with the goal of achieving partnerships in support of VA's IT acquisitions.

Provides comprehensive outreach to TAC customers and vendors to ensure quality and timely acquisitions.

- Develops and implements a comprehensive education and training program for TAC customers.

- Works with TAC customers to develop acquisition strategies and timelines for all acquisitions exceeding \$100,000.00.
- Provides acquisition support to other Government agencies.

Authorities

Federal Acquisition Regulation (FAR)
Veterans Affairs Acquisition Regulation (VAAR)
Services Acquisition Reform Act of 2003 (SARA)
PL 93-400, as amended by PL 96-83
Federal Acquisition Streamlining Act of 1995 (FASA)
Federal Acquisition Reform Act of 1996 (FARA)
Economy Act, DoD Sharing Agreement 2121, 2111

TECHNOLOGY ACQUISITION CENTER PROCUREMENT SERVICES A, B, C, D, AND TAC-AUSTIN

Functions and Activities

- Executes high-dollar, highly-complex procurement of supplies, equipment and services throughout VA.
- Develops and facilitates all pre-award, administration, and post award procurement actions.
- Prepares appropriate packages and documents for all acquisitions that meet the threshold of the Contract Review Board process.
- Executes non-field Interagency Agreements and Advisory and Assistance Contracts.
- Conducts market research analysis, identifies product sources, establishes partnerships, and maintains positive relationships with customers and vendors in support of VA's mission requirements.
- Provides comprehensive training to customer organizations.
- Collaborates with customers to develop acquisition strategies and timelines for all acquisitions, as appropriate.
- Prepares acquisition packages and correspondence for HCA review and approval.

Authorities

Federal Acquisition Regulation (FAR)
Veterans Affairs Acquisition Regulation (VAAR)
Services Acquisition Reform Act of 2003 (SARA)
PL 93-400, as amended by PL 96-83
Federal Acquisition Streamlining Act of 1995 (FASA)
Federal Acquisition Reform Act of 1996 (FARA)
Economy Act, DoD Sharing Agreement 2121, 2111

TECHNOLOGY ACQUISITION CENTER PROGRAM ADVISORY SERVICE

Functions and Activities

- Provides cost, schedule, and performance expertise on critical Department programs
- Coordinates post award procurement actions.

- Provides comprehensive training to customer organizations.
- Ensures awarded procurement actions meet and exceed performance measures in accordance with the Department's acquisition program goals and objectives, and contract requirements.

Authorities

Federal Acquisition Regulation (FAR)
Veterans Affairs Acquisition Regulation (VAAR)
Services Acquisition Reform Act of 2003 (SARA)
PL 93-400, as amended by PL 96-83
Federal Acquisition Streamlining Act of 1995 (FASA)
Federal Acquisition Reform Act of 1996 (FARA)
Economy Act, DoD Sharing Agreement 2121, 2111

TECHNOLOGY ACQUISITION CENTER ACQUISITION RAPID RESPONSE SERVICE

Functions and Activities

- Provides expert advice and acquisition requirement package development services to VA's IT program offices.
- Collaborates and coordinates development of pre-acquisition market analyses, market forecasts, product sources, Government cost estimates, and applicable requirements documents and justifications.
- Provides comprehensive training to VA program offices.

Authorities

Federal Acquisition Regulation (FAR)
Veterans Affairs Acquisition Regulation (VAAR)
Services Acquisition Reform Act of 2003 (SARA)
PL 93-400, as amended by PL 96-83
Federal Acquisition Streamlining Act of 1995 (FASA)
Federal Acquisition Reform Act of 1996 (FARA)
Economy Act, DoD Sharing Agreement 2121, 2111

CUSTOMER ADVOCACY SERVICE (003B3)

Functions and Activities

The Customer Advocacy Service develops and implements comprehensive outreach to OAO customers and vendors to ensure quality and timely acquisitions.

- Serves as expert advisor to customers and acquisition personnel seeking to resolve high visibility or critical impact acquisition-related problems, which have not been resolved through normal or routine corrective actions.
- 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.
- Develops and conducts a comprehensive education and training program for VA Central Office customers serviced by the Acquisition Business Service.

- Represents the Executive Director on intergovernmental acquisition matters and coordinates VA's acquisition program with that of other Government agencies.
- Works with OAO's customers to develop acquisition strategies and timelines for all acquisitions as appropriate.

Develops and oversees acquisition operations and provides direct contracting support, as necessary.

- Advises the OAO Executive Director regarding acquisition strategies and issues, and provides acquisition support to VA's Administrations and Staff Offices.
- Represents the Executive Director in a wide variety of situations with VA, other Federal agencies, and the private sector.
- 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.

Formulates and recommends acquisition operations guidance, plans, and strategies in support of OAO and Department mission, goals, and objectives.

- Evaluates effectiveness and economy of OAO's procurement activities.
- Analyzes market conditions, prepares market forecasts, develops product sources, and maintains positive relations with vendors, with the goal of achieving partnerships in support of OAO's procurement activities.
- Conducts analyses of procurement data to develop acquisition strategies that will leverage VA's buying power, as appropriate.
- Develops and recommends improved business practices for OAO's procurement activities.
- Facilitates a program of quality control to assure the OAO acquisition program meets and exceeds performance measures, in accordance with procurement policy, regulations, and generally accepted criteria within the Federal Government.

Authorities

Federal Acquisition Regulation (FAR)
Veterans Affairs Acquisition Regulation (VAAR)
Services Acquisition Reform Act of 2003 (SARA)
PL 93-400, as amended by PL 96-83
Federal Acquisition Streamlining Act of 1995 (FASA)
Federal Acquisition Reform Act of 1996 (FARA)
Economy Act, DoD Sharing Agreement 2121, 2111

ACQUISITION BUSINESS SERVICE (003B5)

Functions and Activities

Formulates and recommends acquisition operations guidance, plans, and strategies in support of OAO and Department mission, goals, and objectives.

- Interprets for the Executive Director the implementation of Government-wide and Department policies and practices established by regulation or decision of a competent authority.

- Implements and executes a program of quality control and compliance to assure the OAO acquisition program is managed in accordance with procurement policy, regulations, and generally accepted criteria within the Federal Government.
- Evaluates effectiveness and economy of OAO procurement activities.
- Analyzes market conditions, prepares market forecasts, develops product sources, and maintains positive relations with vendors, with the goal of achieving partnerships.
- Conducts analyses of procurement data to develop acquisition strategies that will leverage VA's buying power.
- Develops and recommends business process improvements for OAO's procurement activities.

Develops and manages acquisition operations initiatives and provides direct contracting support.

- Serves as primary advisor to the OAO Executive Director regarding acquisition-related items that require the Head of Contracting Activity's (HCA) authority and signature.
- Conducts review and analysis of all unauthorized commitments, unsolicited proposals, and other acquisition-related packages that require HCA approval and signature.
- Formulates and executes Plans and acquisition strategies for the procurement of supplies, equipment and services identified for VA Central Office entities.
- Prepares and executes quality procurement actions that support the efforts and needs of Acquisition Business Service (ABS) customers.
- Ensures all ABS acquisitions that meet the threshold undergo a Contract Review Board process and utilize Integrated Product Teams.
- Provides procurement services for simplified acquisition purchases to VACO organizations.

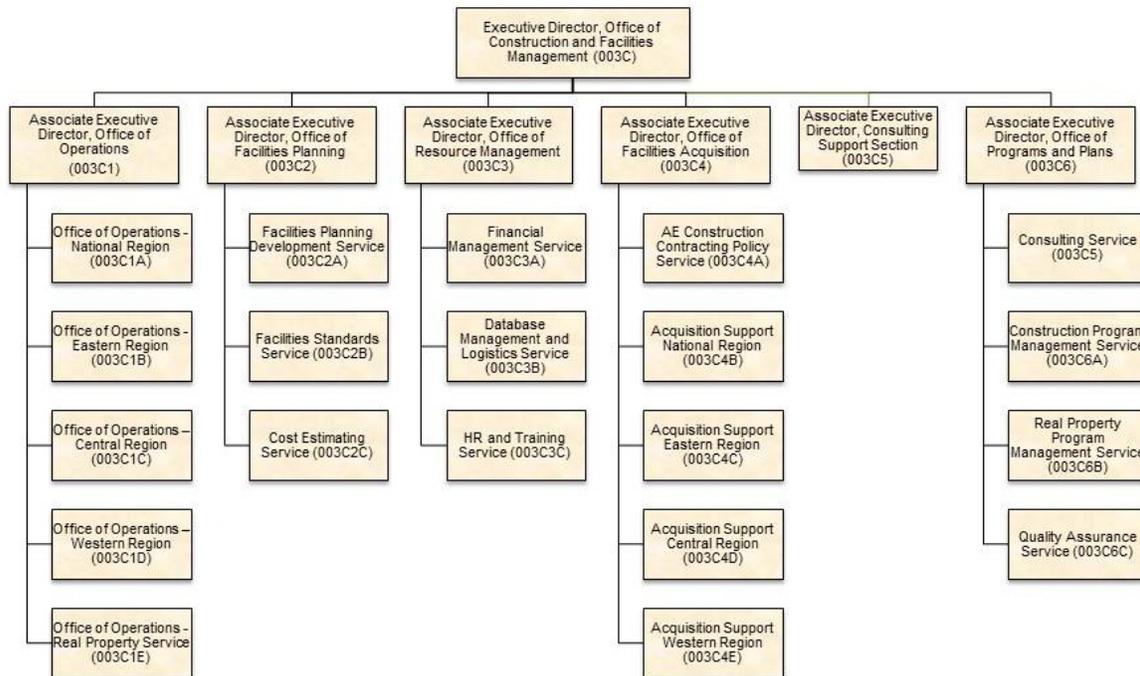
Develops and implements comprehensive outreach to ABS customers and vendors to ensure quality and timely acquisitions.

- Represents the Executive Director on intergovernmental acquisition matters and coordinates VA's acquisition program with that of other Government agencies.
- Works with ABS customers to develop acquisition strategies and timelines for all acquisitions under their purview.

Authorities

Federal Acquisition Regulation (FAR)
Veterans Affairs Acquisition Regulation (VAAR)
Services Acquisition Reform Act of 2003 (SARA)
PL 93-400, as amended by PL 96-83
Federal Acquisition Streamlining Act of 1995 (FASA)
Federal Acquisition Reform Act of 1996 (FARA)
Economy Act, DoD Sharing Agreement 2121, 2111

OFFICE OF CONSTRUCTION AND FACILITIES MANAGEMENT (003C)



Overview

The Office of Construction and Facilities Management advances VA’s mission in support of our Nation’s Veterans by planning, designing, constructing and acquiring major facilities, and setting design and construction standards.

Functions and Activities

Serves as the primary advisor to the Principal Executive Director, OALC, 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 Process to ensure VA’s assets are allocated and implemented in the best interests of the Department and Veterans.

Manages all VA major construction and leasing programs.

- Formulates long-range goals, develop policies, objectives, priorities, strategies, and procedures to accomplish the responsibilities of the Office of Construction and Facilities Management.

Leads transformation efforts.

- Oversees the development and implementation of an enterprise-level facilities management strategy and performance measures in accordance with established departmental policy.
- Benchmarks with industry leaders to identify state-of-the-art facilities management processes.
- Implements standard facilities management processes across the Department.
- Aligns processes to provide more direct support to customers both regionally and locally.

Authorities

Title 38 Part VI Chapter 81 Subchapter 1 §§ 8101-8119

Acquisition Reform Act of 2003 (SARA)

OFFICE OF FACILITIES PLANNING

Functions and Activities

Serves as the principal advisor to the Executive Director, CFM, on planning, architectural cost estimating, and manages the development and maintenance of VA architectural and engineering (A/E) quality standards for new and existing facilities. Provides consulting services for the VA's State Nursing Home Grant and Homeless Grant Programs and oversees VA's historic preservation and National Environmental Policy Act (NEPA) compliance issues.

- Develops design guides, construction standards, master specifications and guidance, and space criteria and coordinates VA facilities space requirements; oversees strategic planning and research on health care specialties and related space requirements, process engineering and layouts in accordance with Departmental policy.
- Provides policy guidance and support for enterprise-wide integrated planning.
- Provides master planning, technical advice, and training assistance to other VACO and field organizations.
- Provides consulting assistance on an as-needed basis to VA Administrations and Staff Offices on minor construction projects and nonrecurring maintenance.

FACILITY PLANNING DEVELOPMENT SERVICE

Overview

The Facility Planning Development Service provides oversight on major project scopes to ensure that Administrations' requirements are met and that project estimates are correct.

Functions and Activities

- Forms relationships with VA facilities leadership, construction, and the A/E industry to ensure effective design planning throughout the country.
- 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 and provides guidance for local planning.
- Oversees the initiation and development of CRM Geospatial Information System (GIS) tools.

FACILITY STANDARDS SERVICE

Functions and Activities

- 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 preparedness standards for physical security, seismic, hurricane, and other natural and manmade disasters in accordance with established Departmental policy.
- Develops guidelines and provides oversight and technical support training to CFM's regional offices and other VA organizations.
 - Oversees the space driver process as a part of the annual capital asset inventory update.
 - Ensures that projects fulfill the Administrations' concept of operations.
 - Provides policy guidance and support for enterprise wide integrated planning and functions as the program manager.
 - Takes a major role in VA's Strategic Capital Investment Process to ensure VA's assets are allocated and implemented in the best interests of the Department and Veterans.

COST ESTIMATING SERVICE

Functions and Activities

- Develops requirements and provides guidance for the oversight of programs for construction cost, benchmarking, projections, and budgeting.
- Estimates overall construction and life-cycle costs.
- Provides value engineering consultation services.
- Provides risk management guidance and market research.

Authorities

Title 38 Part VI Chapter 81 Subchapter 1 §§ 8101-8119
Acquisition Reform Act of 2003 (SARA)

OFFICE OF RESOURCE MANAGEMENT

Functions and Activities

Oversees the financial management of VA's major construction program and CFM's administrative budget as well as office administration functions, including human resources management, travel, training, space management, database management, office logistics, and IT equipment issuing and tracking.

- Serves as the principal advisor to the Executive Director of CFM on VA major construction, fiscal processes, IT resources, and human resources.
- Coordinates annual construction and leasing program estimates for VA's budget.
- Manages the major construction working reserve.

- Serves as primary point of contact on CFM organizational needs for integration of new technologies.
- Coordinates responses to OMB, GAO, IG, and FOIA requests for information.

Financial Management Service

- Provides fiscal fiduciary oversight for the management of major construction programs and CFM's operating funds, appropriations for design and construction funds for major capital projects.
- Develops and coordinates major construction and General Administration budget submissions.
- Monitors CFM's operating plan.
- Maintains and updates CFM's continuity of operations plan.

HR AND TRAINING SERVICE

Functions and Activities

- Provides coordination and oversight of the development of all HR-related documents, ensures quality of documents, and forwards completed documents in a timely fashion.
- Coordinates with Central Office Human Resources Service regarding miscellaneous HR-related issues; resolves related problems or follows up on-going or hard to resolve issues; and provides advice to managers and employees concerning major areas of HR policy and process.
- Oversees the training function for all CFM employees; manages internal training programs for mission critical occupations; and coordinates with internal and external training organizations for relevant training and other developmental opportunities.
- Conducts special HR-related studies as needed by gathering pertinent information and presenting findings clearly and adequately.

DATABASE MANAGEMENT AND LOGISTICS SERVICE

Functions and Activities

- Develops policy for the coordination of CFM's information management business needs.
- Integrates emerging systems with current processes and platforms.
- Provides oversight for the coordination of the development of systems for operating needs.
- Coordinates hardware/software support for CFM's central office and field employees.
- Coordinates telecommunication needs, tracks Government-furnished equipment, and electronic records management/storage.
- Plans and coordinates software development and upgrades.

Authorities

Title 38, Part VI, Chapter 81, Subchapter 1 §§ 8101-8119
Acquisition Reform Act of 2003 (SARA)

OFFICE OF FACILITIES ACQUISITION

Functions and Activities

Develops guidelines to properly oversee major construction and lease contracting, A/E selection, and provide technical support to CFM's regional offices. The Executive Director, CFM serves as the HCA for the Office of Construction and Facilities Management.

- Associate Executive Director, Facilities Acquisition Serves as the principal advisor to the Executive Director, CFM on A/E, major construction and lease contracting.
- Provides A/E, construction and real property acquisition oversight for VA's Administrations and Staff Offices for major projects from capital asset application approval through project completion.
- Provides oversight and guidance to CFM's regional offices for major projects including renovations, replacement facilities, and additions.
- Oversees CFM leasing contract awards and administration.

AE CONSTRUCTION CONTRACTING POLICY SERVICE

Functions and Activities

- Develops evaluation policy and guidelines and provides procurement support to CFM's regional offices on a full range of contracting activities, including A/E evaluation and selection, contract negotiation, and award activities covering all stages of the acquisition cycle.
- Compiles and tracks VA construction contracting goals for small and disadvantaged businesses.
- Manages all CFM requests for contracting certification to obtain warrants through the Office of Acquisitions and Logistics. Maintains CFM's records for training requirements supporting FAC-C and warrants.
- Facilities Acquisition Regional Offices: Acquisition Support National Region; Acquisition Support Eastern Region; Acquisition Support Central Region; Acquisition Support Western Region.
- Oversees construction contract awards and administration of design and professional services contracts. Contracting activities involve a wide array of process administration for formal fixed contracts with A/E firms for services such as schematic design, design development, construction documents, and construction period services.
- Manages construction-related strategic contracting activities.
- Manages the acquisition aspects of complex projects.
- Develops the overall acquisition strategy, timetable, financial aspects, and milestones to meet the targeted award and completion dates.

Authorities

Title 38, Part VI, Chapter 81, Subchapter 1 §§ 8101-8119
Acquisition Reform Act of 2003 (SARA)

OFFICE OF PROGRAMS AND PLANS

Functions and Activities

Develops a national program strategy for construction acquisition, real property acquisition and disposal, and program quality assurance.

- Serves as the principal advisor to the Executive Director of CFM for issues associated with construction acquisition, real property acquisition and disposal, and program quality assurance.
- Develops policy, guidance, and performance measures for the acquisition oversight of construction and leasing programs.
- Provides technical support to CFM's regional offices.
- Maintains construction and leasing performance measurement and reporting systems.
- Oversees the administration of programs to assess organizational achievement and individual performance.
- Develops management and review processes to ensure pilot projects produce a return on investment and that thorough processes will be instituted across the entire facility management spectrum.
- Solicits, evaluates, and implements improvements to the capital asset program project management and execution.
- Provides oversight to the VA's Implementation of effective project management, assuring a project management plan that addresses project staffing, responsibilities, master schedule and budget, and is scalable to major, minor, and maintenance projects.

CONSTRUCTION PROGRAM MANAGEMENT SERVICE

Functions and Activities

- Provides technical and professional support and develops recommendations for improved processes and procedures including acquisitions planning, project design, construction management, as well as oversight and management of contracts for professional A/E services, construction managers, design-build contractors, and all other construction contracts.
- Conducts code and best practice reviews of designs to ensure cost-effective and efficient construction.
- Conducts cost benefit analyses of construction processes to ensure the best value to the Department.
- Develops and implements measures to reduce risks of fraud, waste, abuse, and mismanagement.
- Other tasks include directives management, development of organizational performance measures, lessons learned, and benchmarking best practices in cost and pricing data for the major construction program.

REAL PROPERTY MANAGEMENT SERVICE

Functions and Activities

- Provides technical and professional support and develops recommendations for improved processes and procedures including acquisitions planning, land acquisition, land disposals, leasing, and historic property out leases.
- Conducts code and best practice reviews of designs to ensure cost-effective and efficient leasing.

- Conducts cost benefit analyses of the leasing program to ensure the best value to the Department.
- Develops and implements measures to reduce risks of fraud, waste, abuse, and mismanagement.
- Other tasks include directives management, development of organizational performance measures, lessons learned, and benchmarking best practices in cost and pricing data for the leasing program.

QUALITY ASSURANCE SERVICE

Functions and Activities

- Provides an independent quality assurance program for CFM's business lines, ensuring compliance with applicable VA and Federal regulations and requirements.
- Conducts independent compliance reviews of major construction projects and leases to ensure adherence to FAR, VA, and CFM policy.

Authorities

Title 38, Part VI, Chapter 81, Subchapter 1 §§ 8101-8119

Acquisition Reform Act of 2003 (SARA)

OFFICE OF ENGINEERING OPERATIONS SUPPORT

Functions and Activities

Develops and provides guidance for all facilities engineering activities in CFM and provides support on A/E issues; provides subject matter expertise for VA's design and construction programs, as well as construction contract claims.

- Serves as the principal advisor to the Executive Director of CFM on all engineering and operations services for VA's design and construction programs.
- Provides direct on-call consulting support to field installations and CFM's regional offices.
- Provides consultation and support services related to A/E design services, automated transport design, conceptual and design development support, and engineering design services.
- Provides other key services including guidance on facility condition assessments, technical/building studies, critical path method scheduling and training, and subject matter expertise for claims management.
- Provides emergency response teams for natural disasters or other emergencies affecting VA assets to assess and document damage and critical safety issues, and develop recommendations for corrective actions.

Develops policy and guidelines for the effective and efficient use of VA's capital resources.

- Provides technical support to CFM's regional offices to enhance the total life cycle of buildings including design, construction, distribution, use and sale or disposal to improve sustainable consumption and production patterns for VA's capital assets.
- Identifies and recommends costs savings through facility service, life-cycle management.
- Oversees facility condition assessments, research facilities condition assessments, suitability assessments, and value engineering reviews.

Develops policy and guidelines in accordance with Departmental policy related to technical and engineering building support.

- Provides technical architectural, exterior envelope, structural, mechanical, electrical, and vertical transportation expertise as needed.
- Participates and provides technical expertise in major project design reviews, facility commissioning, and emergency preparedness assessments.

Develops policy and guidelines in accordance with established Departmental policy and provides technical support to CFM's regional offices and other VA organizations as needed.

- Provides technical support to CFM's regional offices and other VA organizations to ensure standardized practices in energy consumption management, power production and purchase, and utility distribution optimization.

Supports VA-wide regional and local facilities engineering activities across the Department.

- Ensures enterprise processes are executed consistently and effectively.
- Provides key services including life-cycle project management, energy, and utility support, facility condition assessments, technical/building studies, electrical studies, and critical path method scheduling.

Authorities

Title 38, Part VI, Chapter 81, Subchapter 1 §§ 8101-8119
Acquisition Reform Act of 2003 (SARA)

OFFICE OF OPERATIONS

Functions and Activities

Serves as the primary advisor to the Executive Director of CFM on all matters associated with service delivery to clients and is responsible for facilitating effective and standard construction management and implementation strategies.

- Manages the execution of major construction and lease projects.
- Serves as the Primary Action Officer for emergent high-level issues related to major construction and leasing.
- 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 A/E industry to ensure effective execution throughout the country.
- 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.

CFM REGIONAL OFFICES (CONSTRUCTION/LEASE)

Overview

The Office of Construction and Facilities Management encompasses four regional offices: Office of Operations – National Region, Office of Operations – Eastern Region, Office of Operations – Central Region, and Office of Operations – Western Region.

Functions and Activities

- 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 OPERATIONS – REAL PROPERTY SERVICE

Functions and Activities

- Oversees administration of lease acquisition for medical facilities and reviews GSA's occupancy agreements on behalf of VBA.
- Provides support for independent negotiations, as well as negotiations with GSA, on issues pertaining to leasehold interests, land and building acquisitions, disposal of buildings and/or land, demolitions and related activities, licenses and permits, out-leasing, VA quarters management, parking, and compliance with the Randolph-Sheppard Act and the McKinney-Vento Act.
- Provides for land management functions to all elements of the Department.

Authorities

Title 38, Part VI, Chapter 81, Subchapter 1S §§ 8101-8119

Randolph-Sheppard Act

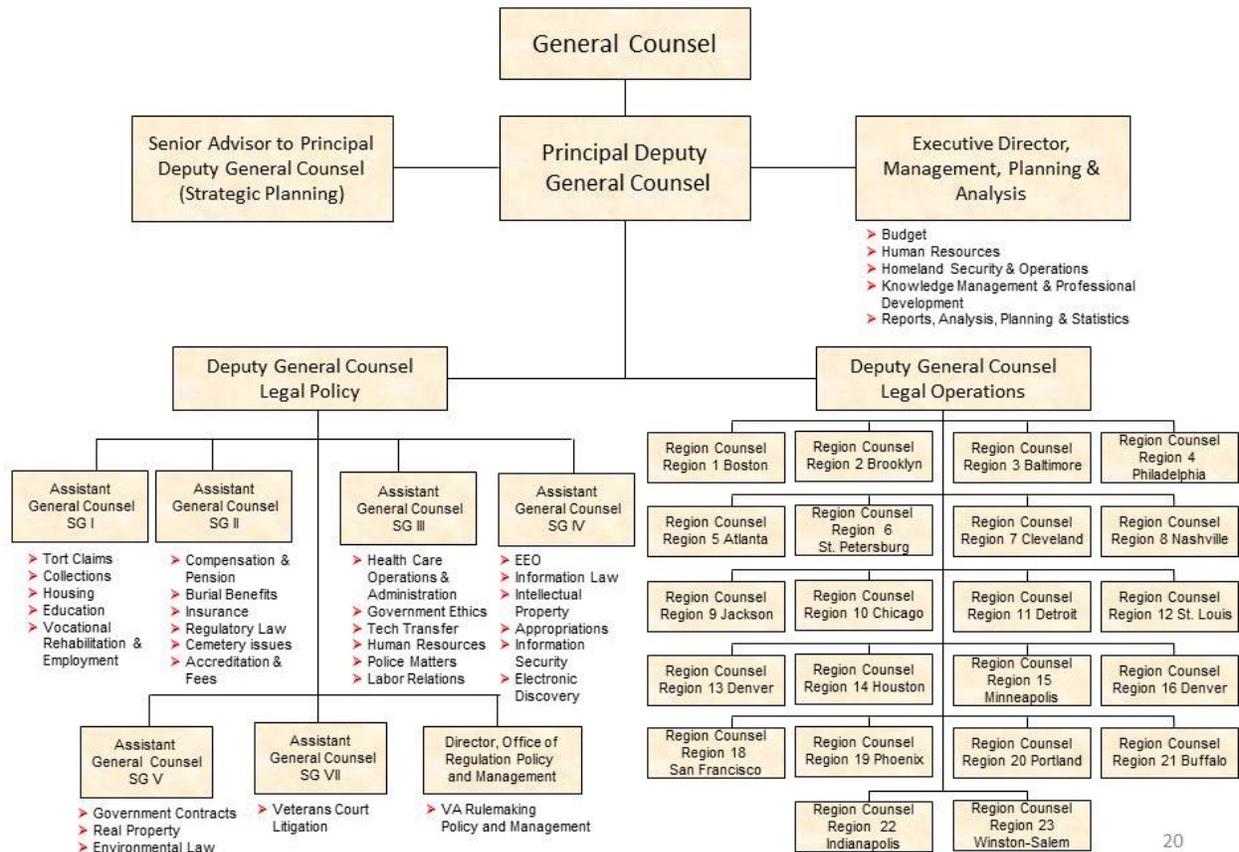
McKinney-Vento Act

Acquisition Reform Act of 2003 (SARA)

McKinney-Vento Act

Acquisition Reform Act of 2003 (SARA)

OFFICE OF THE GENERAL COUNSEL



OFFICE OF THE GENERAL COUNSEL

Mission Statement

The General Counsel provides legal advice and services to the SECVA and all organizational components of the Department. The General Counsel is, by statute, the Department’s Chief Legal Officer.

Functions and Activities

The General Counsel and the Principal Deputy General Counsel advise the SECVA, DEPSECVA, COSVA, and other senior Department officials regarding all laws, regulations, Executive Orders, and judicial precedents pertaining to the Department. They accomplish this function by tasking the full range of legal, litigation, legislative, and regulatory activities among six Staff Groups (SGs), each headed by an Assistant General Counsel (AGC); the Office of Regulation Policy and Management (O2REG), headed by a Director; and 22 Regional Counsel offices, each headed by a Regional Counsel. Each SG component has specialized experience in specific legal subject matter areas, and is responsible for developing the specific legal advice the General Counsel and Principal Deputy General Counsel use to advise VA senior officials. OGC’s internal administrative functions are led by the Executive Director, Management Planning & Analysis.

The General Counsel and Principal Deputy General Counsel provide legal guidance to the SECVA on draft bills and legislative testimony for presentation to Congress, and accompany the SECVA and other senior VA officials when

testifying before Congress. Attorneys in the appropriate SG prepare draft bills, related legal opinions, and legal advice pertaining to proposed testimony, based on subject matter expertise.

Authorities

38 USC § 311

38 CFR § 14.500 et seq.

OFFICE OF THE GENERAL COUNSEL – ASSISTANT GENERAL COUNSELS, REGIONAL COUNSELS, OFFICE OF MANAGEMENT PLANNING AND ANALYSIS, AND OFFICE OF REGULATION POLICY AND MANAGEMENT

Overview

The Office of General Counsel, at its VACO headquarters, is composed of six staff groups of attorneys and support staff, each headed by an Assistant General Counsel; an Office of Regulation Policy and Management, headed by a Director; and an Office of Management Planning and Analysis, headed by an Executive Director. Outside of VACO, OGC's legal services are carried out by 22 Regional Counsel offices, each headed by a Regional Counsel.

Functions and Activities

The General Counsel and OGC staff interpret and advise Department officials regarding all laws, regulations, Executive Orders, and judicial precedents pertaining to the Department. The General Counsel also functions as the final legal authority in issuing Departmental regulations that have the force of law.

At OGC's VACO Headquarters, the responsibility for the full range of legal, litigation, legislative, and regulatory activities is tasked among six Staff Groups (SGs), each headed by an Assistant General Counsel (AGC), and the Office of Regulation Policy and Management (O2REG) headed by a Director. Attorneys in each SG have expertise in the specific subject matter areas noted in the chart above and provide specific legal advice to program officials, review proposed regulations and directives, and handle litigation involving VA programs.

OGC attorneys represent the SECVA either directly, or in collaboration with the Department of Justice. Attorneys in the SGs represent the SECVA directly in various administrative proceedings, and work with the Justice Department to either defend legal actions brought against VA or to affirmatively prosecute claims in favor of VA.

OGC attorneys directly represent the SECVA in all cases litigated before the U.S. Court of Appeals for Veterans claims. Attorneys in SG VII represent the SECVA before the U.S. Court of Appeals for Veterans claims.

OGC attorneys provide the legal basis for the SECVA to recommend various legislative matters for presentation to Congress. SG attorneys prepare draft bills and legislative testimony, and review, comment, and concur with proposed draft oversight testimony being submitted to Congress.

OGC attorneys manage the Department's ethics program. The Acting AGC for SG III is VA's Designated Ethics Official. OGC attorneys manage the Department's data security and E-discovery guidelines. AGCs and their staff attorneys apply legal expertise in the areas of information law, disclosure, and privacy to provide guidance for these programs.

OGC attorneys manage the Department's programs for accrediting claimants' representatives and overseeing attorneys' fees charged by claimants' representatives. Attorneys in SG II accredit claimants' representatives and oversee attorneys' fees.

OGC attorneys also provide a full range of legal advice, guidance, and representation to VA officials in regional facilities through its 22 Regional Counsel offices. The Regional Counsels, located in regional offices nationwide, are under the supervision of the Deputy General Counsel for Legal Operations in SG VI. Each Regional Counsel is responsible for providing legal advice and assistance to Directors and other officials of all VA facilities within the region. The Regional Counsels fulfill these functions by performing the following tasks:

- Advise and represent management of VA facilities on issues relating to personnel and labor law.
- Perform legal review of administrative tort claims and provide legal support to the local U.S. Attorneys' Offices in tort litigation.
- Recover funds owed to the United States by various legal-collection remedies, to include litigation in Federal and State courts. In addition, Regional Counsels provide the full range of legal advice and assistance in local procurement matters.
- Initiate required court actions in guardianship commitment matters by appearing in State courts and furnishing legal assistance to VA officials.
- Provide necessary legal services in connection with the loan guaranty program.

APPENDIX A: GLOSSARY OF TERMS

Term	Definition
A/E	Architecture and Engineering
A-19	OMB Process
AAD	Asset Accountability Division
AAR	After Action Report
AARP	American Association of Retired Persons
ABO	OIT ASD Business Office
ABS	Acquisition Business Service
ACA	Affordable Care Act
ACMO	Advisory Committee Management Office
ACMV	Advisory Committee on Minority Veterans
ACR	American College of Radiology
ACUP	VHA Animal Care and Use Programs
ACWV	Advisory Committee on Women Veterans
ADHC	Adult Day Health Care
ADR	Alternative Dispute Resolution
ADUSH	Assistant Deputy Under Secretary for Health
ADUSH/AO	Assistant Deputy Under Secretary for Health for Administrative Operations
ADUSH/CO	Assistant Deputy Under Secretary for Health for Clinical Operations
ADUSH/OM	Assistant Deputy Under Secretary for Health for Operations and Management
AGC	Assistant General Counsel
AI/AN	American Indian/Alaska Native
AIS	Office of Acquisition Internship School
ALAC	Administrative and Loan Accounting Center
ALS	Amyotrophic Lateral Sclerosis
AMC	Appeals Management Center
AMSUS	Society of Federal Health Agencies
AN-98	Home Health Services Program
AO	OIT CIO Action Officer (AO) Branch
APG	Agency Priority Goal required by the Government Performance and Results Act Modernization Act of 2010
APRN	VHA Advanced Practice Registered Nurses
AR	The Health Executive Council's Annual Report (AR) to Congress on the VA/DoD JSP.
ARC	VHA Allocation Resource Center
ARCH	Project Access Received Closer to Home
ASD	Architecture, Strategy and Design
ATR	Active threat response
AWPA	Alternative Workplace Arrangement/Agreement (telework)
BAS	Benefits Assistance Service
BCI	brain-computer interface
BEC	Benefits Executive Council
BECS	IT Budget Execution and Control Service
BFAD	Benefits Financial Assurance Division
BIM	Building Information Modeling
BIO	Business Intelligence Office
BIRLS	Beneficiary Identification and Records Locator Subsystem database
BOC	Budget Object Codes
BOP	IT Budget Operating Plan

BOSS	Burial Operations Support System
BPR	Business Process Reengineering
BPRO	Business Process Reengineering Office
BPS	Benefits Product Support
BSM	Business Systems Management Office
BT	Beneficiary Travel program
BTT	IT Budget Tracking Tool
BVA	Board of Veterans' Appeals
C&P	Compensation and Pension
CAA	Clean Air Act of 1970, as amended
CAATS	Centralized Administrative Accounting Transaction System
C-ADHC	Community Adult Day Health Care
CAE	OPP - Corporate Analysis and Evaluation Business Line
CAI	Center for Acquisition Innovation
CAI	Capital Asset Inventory
CAO	Chief Acquisition Officer
CAP	Corrective Action Plans
CARF	Commission on Accreditation of Rehabilitation Facilities
CART	Clinical Assessment Reporting and Tracking
CBI	VHA Office of Compliance and Business Integrity
CBO	VHA Chief Business Office
CBOPC	VHA Chief Business Office Purchased Care
CBSO	Clinical Business System Office
CDC	Centers for Disease Control and Prevention
CDI	Customer Data Information
CDW	Corporate Data Warehouse
CEDB	Corporate Employee Development Board
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act of 1980
CFBNP	Center for Faith-based and Neighborhood Partnerships
CFM	Construction, Facilities and Management
CFO	Chief Financial Officer
CFR	Code of Federal Regulations
CGE	Concur Government Edition
CHAMPVA	Civilian Health and Medical Program of VA
CHCO	Chief Human Capital Officer
CHGB	Connected Health Governance Board
CHO	Connected Health Office
CHTW	Coming Home to Work Program
CIA	Central Intelligence Agency
CIO	Chief Information Officer
CKMS	Congressional Knowledge Management System
CLC	Community Living Center
CLP	Continuous Learning Points
CM&SWS	Care Management and Social Work Services
CMOP	VA Consolidated Mail Outpatient Pharmacy
CMS	Centers for Medicare and Medicaid Services
CMV	Center for Minority Veterans
CNH	Community Nursing Homes
CNO	VHA Chief Nursing Officer
CNS	Clinical Nurse Specialist
CoE	Center of Excellence
COHRS	Central Office Human Resources Service
COMSEC	Communications Security

COOP	Continuity of Operations Plan
COPD	Chronic Obstructive Pulmonary Disease
CORK	Conference Oversight and Reporting Knowledgebase
COS	Chief of Staff
COSVA	Chief of Staff of Veterans Affairs
COTR	Contracting Officer Technical Representative
COTS	Claim scrubbing software for proper payment.
CP	Compensation and Pension
CPAC	Consolidated Patient Account Centers
CPES	Claims Processing and Eligibility System
CPG	VHA Evidence-Based Clinical Practice Guidelines Program
CPPO	Clinical Pharmacy Program Office
CREW	VA Civility, Respect and Engagement in the Workforce initiative
CRISP	Continuous Readiness in Information Security Program
CRNA	Certified Registered Nurse Anesthetists
CSEMO	Corporate Senior Executive Management Office
CSI	Clinical Specific Initiatives
CSM	Central Business Office (CBO) Systems Management
CSO	Caregiver Support Office
CSR	Continuous Readiness Program
CTRO	Corporate Travel Management and Reporting Office
CWA	Clean Water Act of 1977
CWINRS	An automated case management system supporting the VRE program.
CWV	Center for Women Veterans
CWVV	Children of Women Vietnam Veterans Health Care Program
DAEO	Designated Agency Ethics Official
DAIC	Department of Audits and Internal Controls
DAS	Deputy Assistant Secretary
DASHO	Designated Agency Safety and Health Office
DBQ	Disability Benefits Questionnaire
DCDM	Document Control and Data Management Department
DCID	Director of Central Intelligence Directives
DCIO	Deputy Chief Information Officer
DCSD	Data Center Support Division
DEERS	DoD's Defense Enrollment Eligibility Reporting System
DEMOB	Interagency Health Affairs Demobilization Program
DEPSECVA	Deputy Secretary of Veterans Affairs
DERG	Devolution Emergency Relocation Group
DFAR	Defense Federal Acquisition Regulations
DFAS	Defense Finance and Accounting Service
DGA	Data Governance and Analysis
DHS	Department of Homeland Security
DIC	Dependency Indemnity Compensation
DM&EEO	VBA Office of Diversity Management and Equal Employment Opportunity
DMA	VHA Disability and Medical Assessment Program Office
DMC	Debt Management Center
DOD	Department of Defense
DOD HA	Department of Defense Health Affairs
DOD/VAIPO	DoD/VA Interagency Program Office
DOT	Department of Transportation
DQS	Data Quality Service
DSS	Decision Support System
DUSHOM	Deputy Under Secretary for Health for Operations and Management.

DUSHPS	Deputy Under Secretary for Health Policy and Services
DV/IPV	VHA Domestic Violence and Intimate Partner Violence program
DVAAP	Disabled Veterans Affirmative Action Program
DVC	Deputy Vice Chairman
E2ERM	VA End-to-End Requirements Methodology
EA	Enterprise Architecture
EAC	Enterprise Architecture Council
EAP	Employee Assistance Program
EBP	Evidence-Based Practice
EBPWG	VHA Evidence-Based Practice Working Group
ECF	Executive Career Field
eCMS	VA's Electronic Contract Management System
ECOE	Epilepsy Centers of Excellence
EDI	Electronic Data Interchange
EDVOC	Educational Vocational Fund.
EDW	Enterprise Data Warehouse
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EES	Employee Education System
EEV	Eligibility, Enrollment, and Verification (EEV) Departments
EHCPM	VA Enrollee Health Care Projection Model
EHR	Electronic Health Record
EO	Executive Order
EO	Presidential Executive Order
EO	Enterprise Operations
EOB	Emblems of Belief
EPCRA	Emergency Planning and Community Right-to-Know Act of 1986
ePMO	Enterprise Program Management Office
EPRP	External Peer Review Program
EPS	Environmental Programs Service
EPSS	VR&E Electronic Performance Support System
ERG	Emergency Relocation Group
ERM	VHA Office of Enterprise Risk Management
ESC	Executive Synchronization Committee
ESE	Enterprise Systems Engineering
ESF	Emergency Support Functions
ESP	Evidence-based Synthesis Program
ETS1	E-Gov Travel Service 1
ETS2	E-Gov Travel Service 2
EUL	Enhanced Use Lease Program
FA	Field Assistance Unit
FAC	Facility Acquisition Center
FAC-C	Federal Acquisition Certification -- Contracting
FAC-COR	Federal Acquisition Certification -- Contracting Officer's Representative
FAC-P/PM	Federal Acquisition Certification -- Program and Project Management
FAR	Federal Acquisition Regulation
FAR/VAAR	Federal Acquisition Regulation/VA Acquisition Regulation
FARA	Federal Acquisition Reform Act of 1996 (
FAS	Financial Accounting Service
FASA	Federal Acquisition Streamlining Act of 1995
FBCS	Fee Basis Claims Systems
FBO	VHA Finance and Business Operations
FCA	Facilities Condition Assessment

FCEA	Food, Conservation and Energy Act of 2008
FCMT	Federal Case Management Tool
FEMA	Federal Emergency Management Agency
FEORP	Federal Equal Opportunity Recruitment Programs
FFO	Franchise Fund Oversight Office
FFRDC	Federally Funded Research and Development Center
FHA	Federal Health Architecture
FHS	Financial Healthcare Service
FHTP	Federal Healthcare Training Partnership, a partnership of federal agencies that have a clinical training mission.
FIPS	Federal Information Processing Standard
FISMA	Federal Information Security Management Act
FIT	Financial Innovation and Transformation initiative
FLRA	Federal Labor Relations Authority
FMFIA	Federal Managers Financial Integrity Act
FMP	Foreign Medical Program
FMR	Federal Management Regulation
FMS	Financial Management System
FMS	VA legacy financial system
FNOD	First Notice of Death
FOH	Federal Occupational Health
FOIA	Freedom of Information Act
FOM	VA Functional Organization Manual
FOS	Financial Operations Service
FPIAR	Financial Process Improvement and Audit Readiness
FPMR	Federal Property Management Regulations
FPMS	IT Financial Planning and Management Service
FRC	Federal Recovery Coordinators
FRCP	Federal Recovery Coordination Program
FRPC	Federal Real Property Council
FSC	Financial Services Center
FSIP	Federal Service Impasses Panel
FSRIA	Farm Security and Rural Investment act of 2002
FSS	Field Security Service
FTF	Freeze the Footprint
FtP PACT	Fix the Phones Patient Aligned Care Teams
GAO	Government Accountability Office
GDR	Ground Defense and Recovery techniques
GEAR	Goals Engagement Accountability Results program
GEC	Office of Geriatric and Extended Care Operations
GEM	Geriatric Evaluation and Management, a specialized program of Geriatric Evaluation in an inpatient or outpatient setting.
GEMS	VHA Green Environmental Management Systems
GERIPACT	Geriatric Patient-Aligned Care Team
GIS	Geographic Information Systems
GMRA	Government Management Reform Act of 1994
GOE	General Operating Expense
GPO	Government Printing Office
GPRA	Government Performance and Results Act
GPRAMA	Government Performance and Results Act Modernization Act of 2010
GRECC	Geriatric Research, Education and Clinical Centers
GSA	General Services Administration
GSAR	General Services Administration Regulations

GTAS	Governmentwide Treasury Account Symbol Adjusted Trial Balance System
HACU	Hispanic Association of Colleges and Universities.
HAI	Health Care-Associated Infections
HAISS	Healthcare Associated Infections and Influenza Surveillance System
HARB	Health Architecture Review Board
HBPC	Home-based Primary Care
HC	Human Capital
HC P&O	OIT Human Capital Policy & Oversight Branch
HCA	Head of Contracting Activity
HCFAD	Health Care Financial Assurance Division
HCIP	Human Capital Investment Plan
HCR	Health Care Reimbursement (HCR) Department
HCV	hepatitis C
HEC	Health Executive Council
Hey VA	“Hey VA” is a brief message intended for all VA employees, distributed daily through various VA intranet sites, VistA, and VA email networks.
HHS	Department of Health and Human Services
HI	VHA Health Informatics
HIG	Health Information Governance
HIPAA	Health Insurance Portability and Accountability Act of 1996
HISD	Health Information Security Division
HIT	Health Information Technology
HIV	Human Immunodeficiency Virus
HM/HHA	Homemaker/Home Health Aide
HMP	Health Management Platform
HPS	Health Product Support
HQ	Headquarters
HR	Human Resource
HR&A	Human Resources and Administration
HR&SS	Human Resources and Staffing Services
HRC	Health Resource Center
HRC	Human Resources Center
HRGT	Highly Rural Transportation Grants program
HRL	Human Resources Liaison
HRMO	VHA Healthcare Retention and Marketing Office
HRPP	VHA Human Research Protection Programs
HSIPC	VHA Health Systems Innovation Planning and Coordination
HSPD	Homeland Security Presidential Directive
HSPD 12	Homeland Security Presidential Directive 12: Policy for a Common Identification Standard for Federal Employees and Contractors
HSPD 20	Homeland Security Presidential Directive 51: National Continuity Policy.
HSPD 5	Homeland Security Presidential Directive 5: Management of Domestic Incidents
HSPD 7	Homeland Security Presidential Directive 7: Critical Infrastructure Identification, Prioritization, and Protection
HTM	Healthcare Talent Management
HUD	U.S. Department of Housing and Urban Development
IAM	Enterprise Identity and Access Management
IC3	Interagency Care Coordination Committee
ICA	Import Compliance Administrators
ICAM	Identity Credentialing and Access Management
ICAM	Identity, Credentialing, Access and Monitoring
ICARE	VA's Core Values
ICBC	Interagency Care and Benefits Coordination

ICD	ISO Consultation Division
ICD	Intelligence Community Directives
ICD-10	International Classification of Diseases version 10
ICIB	Interagency Clinical Informatics Board
ICS	Internal Controls Service
IDES	Integrated Disability Evaluation System
iEHR	Interoperable Electronic Health Record
IFMVM	Identity Fraud Monitoring, Verification and Mitigation
IG	Inspector General
IGA	Office of Intergovernmental Affairs
IHA	VHA Office of Interagency Health Affairs
IHS	Indian Health Service
IHSC	Immigration and Customs Enforcement Health Service Corps
IOC	Integrated Operations Center
IOM	Integrated Operating Model
IOM	Institute of Medicine
IPERA	Improper Payment Elimination and Recovery ACT
IPO	Interagency Program Office (IPO)
IPT	Integrated Project Teams
IRB	VA Central Institutional Review Board
IRIS	Inquiry Routing and Information System
IRM	Information Resource Management
IRR	Individual Ready Reserve (IRR) Musters Program
ISO	International Organization for Standardization
ISO-9001	A benchmark for quality management
ISP	Interim Staffing Program
ITARS	IT Acquisition Requirements System
ITBF	OIT Budget and Finance
ITC	Information Technology Center
ITRM	Information Technology Resource Management
ITSM	IT Service Management
ITSS	Information Technology Support Service
ITWD	IT Workforce Development
IV&V	Independent Verification and Validation
JEC	Joint Executive Council
JIF	Joint Incentive Fund
JSP	Joint Strategic Plan
JV	Joint Ventures
KM&CS	Knowledge Management and Communications Service
KMP	VR&E Knowledge Management Portal
LACS	Logical Access Control Systems
LAPP	Lender Appraisal Processing Program
LETC	Law Enforcement Training Center
LGY	Loan Guaranty Service
LMR	Labor-Management Relations
LNO	Library Network Office
LOT	VHA Learning Organization Transformation
LTSS	Purchased Long Term Services and Supports
LVA	Leadership VA
M21-1MR	Adjudication Procedures
M21-4	VBA procedural manual
M22-4SAH	VBA procedural manual
M28	VBA Vocational Rehabilitation and Employment Procedures Manual

MAC	Medicare Administrative Contractors
MAO	Medical Advisory Opinions
MBM	Meds by Mail
MCAO	Managerial Cost Accounting Office
MCCF	Medical Care and Collections Fund
MFH	Medical Foster Home
MHHI	VHA Mental Health Hiring Initiative
MHS	Mental Health Services
MinX	Management Information Exchange
MIRECC	Mental Illness Education, Research and Clinical Centers
MOCHA	Medication Order Check Healthcare Application.
MOVE!	A program of the National Center for Health Promotion and Disease Prevention
MPR	Monthly Performance Review
MQAS	Management Quality Assurance Service
MRS	VHA Management Review Service
MSC	Military Service Coordinators
MSCOE	Multiple Sclerosis Centers of Excellence
MSIS	Management Systems Improvement Service
MSN	Memorial Services Network
MSO	Medical Sharing Office
MVI	Master Veteran Index
MVP	Minority Veteran Program Coordinator
MVPC	Minority Veteran Program Coordinator
NAC	Office of National Acquisition Center
NADL	Native American Direct Loan
NAO	National Activations Office
NARA	National Archives and Records Administration
NASDVA	National Association of State Directors of Veterans Affairs
NCA	National Cemetery Administration
NCA CFO	NCA Chief Financial Officer
NCA COS	NCA Chief of Staff
NCA IOC	NCA Integrated Operations Center
NCA OAI	NCA Organizational Assessment and Improvement Program
NCA WO	NCA Watch Officer
NCEHC	National Center for Ethics in Health Care
NCOD	National Center for Organization Development
NCP	National Center for Health Promotion and Disease Prevention
NCPIP	National Continuity Policy Implementation Plan
NCPS	National Center for Patient Safety
NCR	National Capitol Region
NCSD	National Communications System Directive
NCVAS	National Center for Veterans Analysis and Statistics
NDAA	National Defense Authorization Act
NDCO	National Data Center Operations
NDMS	National Disaster Medical System
NDS	National Data Systems (NDS): Functions as the central program for managing and tracking all VHA data access requests
NEPA	National Environmental Policy Act
NFS	Nutrition and Food Services
NFTS	National Finance Training Strategy
NGO	Non-Governmental Organization
NHPA	National Historic Preservation Act of 1966
NHPP	National Health Physics Program

NIDS	National Infectious Diseases Service
NIST	National Institute of Standards and Technology
NLC	National Leadership Council
NLVEC	National Leadership Veteran Experience Committee
NNPO	National Non-VA Medical Care Program Office
NP	Nurse Practitioner
NPDB	National Practitioner Data Bank
NRC	Nuclear Regulatory Commission
NRF	National Response Framework
NRM	Non-Recurring Maintenance
NRP	VHA National Recruitment Program
NSD	National Service Desk
NSLI	National Service Life Insurance
NSO	National Surgery Office
NSOC	VA Network Security Operations Center
NSPD	National Security Presidential Directive
NSPD 51	National Security Presidential Directive 51: National Continuity Policy.
NTA	VA National IT Training Academy
NVCC	Non-VA Medical Care Coordination
NVCSO	Non-VA Care Support Office
NVSP&SE	National Veterans Sports Programs & Special Events
O2REG	OGC Office of Regulation Policy and Management
OA	VBA Office of Acquisition
OAA	Office of Academic Affiliations
OAEM	Office of Asset Enterprise Management
OAL	Office of Acquisition and Logistics
OALC	Office of Acquisition, Logistics and Construction
OAQ	Office of Acquisition Operations
OBC	Office of Business Continuity
OBO	Office of Business Oversight
OBPI	Office of Business Process Integration
OC	Oleoresin Capsicum (pepper spray)
OCAMES	VHA Office of Capital Asset Management and Engineering
OCFM	Office of Construction, Facilities and Management
OCLA	Office of Congressional and Legislative Affairs
OCR	Optical Character Recognition scanning and verification
OCR	Optical Character Recognition
OCS	Office of Cyber Security
ODA	Office of Disability Assistance
ODI	Office of Diversity and Inclusion
ODNI	Office of the Director of National Intelligence
OEDCA	Office of Employment Discrimination Complaint Adjudication
OEM	Office of Emergency Management
OEO	Office of Economic Opportunity
OERM	Office of Enterprise Risk Management
OF	Office of Finance
OFBO	Office of Financial Business Operations
OFO	Office of Field Operations
OFF	Office of Financial Policy
OFFPIAR	Office of Financial Process Improvement and Audit Readiness
OFFPP	Office of Federal Procurement Policy
OGA	Other Government Agencies
OGC	Office of General Counsel

OHE	VHA Office of Health Equity
OHRA	Office of Human Resource Administration
OHRM	Office of Human Resources Management
OIA	VHA Office of Informatics and Analytics
OICI	OPP - Office of Interagency Collaboration and Integration
OIG	Office of Inspector General
OIS	Office of Information Security
OIT	Office of Information Technology
OLAP	OnLine Analytical Processing: An OLAP cube is a multidimensional database that is optimized for data warehouse and online analytical processing applications
OM	VA Office of Management
OMB	Office of Management and Budget
OMGT	VBA Office of Management
OMHO	Office of Mental Health Operations
OMI	Office of the Medical Inspector
OMLA	VHA Office of Medical-Legal Affairs
OMR	Office of Media Relations
OMR	Operational Management Review
ONC	Office of the National Coordinator
OPA	Office of Public Affairs
OPH	VHA Office of Public Health
OPIA	Office of Public and Intergovernmental Affairs
OPM	US Office of Personnel Management
OPM	VA Office of Performance Management
OPP	VA Office of Policy and Planning
OPR	Interagency Clinical Informatics Board
OPRM	Office of Privacy and Records Management
OPSIM	Office of Personnel Security and Identity Management
ORAA	VHA Office of Regulatory and Administrative Affairs
ORD	Office of Research and Development
ORM	Office of Resolution Management
ORO	Office of Research Oversight
ORR	Department of Health and Human Services (HHS) Office of Refugee Resettlement (ORR)
OS	Operations Support
OS&LE	Office of Security and Law Enforcement
OSA	VA Office of Survivors Assistance
OSD	Office of the Secretary of Defense
OSD/RA	Office of the Assistant Secretary of Defense for Reserve Affairs
OSDBU	Office of Small and Disadvantaged Business Utilization
OSH	Occupational Safety and Health
OSHA	Occupational Safety and Health Administration
OSI	VHA Office of Strategic Integration
OSP	VA Office of Operations, Security, and Preparedness
OSVA	VA Office of the Secretary
OTGR	VA Office of Tribal Government Relations
OUSH	VHA Office of the Under Secretary for Health
P&A	VA OIT Performance and Analysis (P&A) Branch
P&F	VBA Pension and Fiduciary
P&LO	Procurement and Logistics Office
P&O WG	The VA/DoD Interagency Care Coordination Committee's Policy and Oversight Work Group.
PA&I	VBA Performance Analysis and Integrity
PACS	Physical Access Control Systems
PACT	VHA Patient-Aligned Care Team

PADRECC	Parkinson’s Associated Disorders, Research, Education and Clinical Centers
PAID	Personnel and Accounting Integrated Data system
PAO	Public Affairs Officer
PAR	Performance Accountability Report
PAS	VHA Physician Assistant Services
PAS	Program Application Support Council
PAS	VA OPP Policy Analysis Service
PBFS	IT Programming and Budget Formulation Service
PBM	VHA Pharmacy Benefits Management
PBMEPS	Emergency Pharmacy Service
PBO	Pharmacy Benefits Office
PC3	Patient-Centered Community Care
PCCC	Patient-Centered Community Care
PCCTT	Patient-Centered Care and Cultural Transformation
PCD	Purchased Care Division
PcM	Process Management
PCMHI	Primary Care-Mental Health Integration
PCP	Primary Care Physician
PCR	Public Contact Representatives
PCS	Patient Care Services
PCTS	Purchase Card and Travel Service
PD	Product Development
PDAS	Principal Deputy Assistant Secretary
PDHRA	Post-Deployment Health Reassessment Program
PDIC	Post-Deployment Integrated Care
PdM	Product managers
PDUSB	Principal Deputy Under Secretary for Benefits
PDUSH	Principal Deputy Under Secretary for Health
PDUSMA	Principal Deputy Under Secretary for Memorial Affairs
PE	Product Effectiveness program, part of the VHA Health Care Value
PII	Personally Identifiable Information
PIT	Program Integrity Tool that supports detection of fraud, waste, and abuse.
PIT	Point in Time Homeless Count
PIV	Personal Identity Verification
PL	Public Law
PLA	Pharmacy Leadership Academy
PLMS	Pathology and Laboratory Medicine Services
PMAS	Program Management Accountability System
PMC	VBA Pension Management Centers
PMC	NCA Presidential Memorial Certificate Program
PMFP	Presidential Management Fellows Program
PMO	Program Management Office
PMWG	Performance Management Work Group
POI	Program Oversight and Informatics Division
POWER	VHA’s Performance and Operations Web-Enabled Reports
PPA	Pollution Prevention Act of 1990
PPACA	Patient Protection and Affordable Care Act
PPBE	VA’s Planning, Programming, Budgeting and Execution system
PPD 8	Presidential Policy Directive 8: National Preparedness
PPE	Property Plant and Equipment
PPM	Product and Platform Management
PRE	Pharmacy Re-engineering and Clinical Informatics,
PRPO	Pharmacy Residency Program Office

PRRO	Pharmacy Recruitment and Retention Office
PSHN	Purchased Skilled Home Nursing
PSO	Program Support Operations
PTSD	Posttraumatic Stress Disorder
PVTS	Privacy Verification Tracking System
Q&A	Question and Answer
QCAP	Quality and Corrective Action Plans
QPO	Quality, Performance & Oversight
QSPP	VA Quadrennial Strategic Planning Process
QSV	The Office of the Assistant Deputy Under Secretary (ADUSH) for Quality, Safety and Value
QUERI	VHA Quality Enhancement Research Initiative
R&DC	VHA Research and Development Committee -- Human Research Protection Program
R&R	Review and Resolution (R&R) Department
RAM	OI&T ERM Risk Assessment and Mitigation
RCEP	VHA Research Compliance Education Program
RCO	VHA Research Compliance Officer
RCRA	Resource Conservation and Recovery Act of 1976
RCS	VHA Office of Readjustment Counseling Services
RCV	Records Center and Vault
REG	Reconstitution Emergency Relocation Group
RFL	Revolving Fund Loan
RISP	VHA Research Information Security Program
RMC	Records Management Center
RMIR	Office of Risk Management and Incident Response
RMP	OI&T ERM Office of Risk Management Planning
RN	Registered Nurse
RO	Regional Offices
ROFAC	VHA Radiation Oncology Field Advisory Committee
RONA	VA Release of Names and Addresses (RONA) program.
RRTF	Ruthless Reduction Task Force
RSAW	VHA Research Safety and Animal Welfare
RSD	Review Services Division
RSSP	VHA Research Safety and Security Programs
RVECS	Regional Veteran Employment Coordinators
SAA	State Approving Agencies
SAC	Strategic Acquisition Center
SAPP	Servicer Appraisal Processing Program
SARA	Services Acquisition Reform Act
SB PROGRAM	Spina Bifida Program
SCI/D	Spinal Cord Injury and Disorders
SCIP	Strategic Capital Investment Planning
SCM	Supply Chain Management
SCS	Specialty Care Services
SDE	Service, Delivery and Engineering
SDWA	Safe Drinking Water Act of 1974
SEA	VA Strategic Environmental Assessment
SECVA	Secretary of Veterans Affairs
SES	Senior Executive Service
SG	Staff Group
SHA	Separation Health Assessments
SHEP	Survey of Health Experiences of Patients
SIC	Security and Investigations Center
SIM	Strategic Investment Management

SIMLEARN	VHA Simulation Learning Education and Research Network
SL	Senior Level employees
SME	Subject Matter Expert
SMI	Serious Mental Illness
SOP	Standard Operating Procedure
SPE	Senior Procurement Executive
SPS	VHA Sterile Processing Services
SPS	OPP Strategic Planning Service
SRG	VA Senior Review Group
SSG	OPP Strategic Studies Group
STAR	Systematic Technical Accuracy Review
SVH	State Veterans Homes
TAA	Transition Assistance Advisors Program
TAC	Technology Acquisition Center
TAP	Transition Assistance Program
TBI	Traumatic Brain Injury
TDA	Transfer of Disbursing Authority
TEE	Training-Exposure-Experience Tournament
TELE-ICU	Tele-Intensive Care Unit (Tele-ICU) supports the management of critically-ill patients by providing physicians and nurses remote access to other physicians and nurses with critical care expertise.
THP	Tribal Health Programs
TMO	Technology Management Office
TMS	Talent Management System
TPSS	Training Performance Support Systems
TRA	Technical Reference & Assessments
TRB	Technical Review Board
TRICARE	A major part of the Military Health System; TRICARE is the health care program for uniformed service members (active, Guard/Reserve, retired) and their families around the world.
TRM	OneVA Technical Reference Model
TROR	Treasury Report on Receivables
TSGLI	Servicemembers' Group Life Insurance Traumatic Injury Protection
UM	VHA Utilization and Efficiency Management Program
URAC	Utilization Review Accreditation Commission
USAStaffing	USA Staffing is the U.S. Office of Personnel Management's hiring software solution for Federal agencies.
USB	Under Secretary For Benefits
USC	United States Code
USERRA	Uniformed Services Employment and Reemployment Rights Act
USGLI	United States Government Life Insurance
USH	Under Secretary for Health
USICH	U.S. Interagency Council on Homelessness
USMA	Under Secretary for Memorial Affairs
USOC	US Olympic Committee
USVETS	A multidimensional Veteran database
VA NDF	PBM VA National Drug File, an open-source system for drug terminology
VAAA	VA Acquisition Academy
VAAOB	VA Advertising Oversight Board
VAAR	VA Acquisition Regulation
VACO	VA Central Office
VAEB	VA Executive Board
VAIOC	VA Integrated Operations Center

VAIQ	Veterans Affairs Internet Quorum
VAKMS	VA Knowledge Management System
VALOR	VA Learning Opportunities Residency
VALU	VA Learning University
VAMC	Veterans Affairs Medical Centers
VAMEDSAFE	A drug safety program with an emphasis on integrated database utilization, communication, and education
Vanguard	VA's national employee magazine
VA-TAMMCS	Vision, Analysis Team, AIM, Map, Measure, Change, Sustain, part of the VHA Systems Redesign and Continuous Improvement program
VATAS	VA Time and Attendance System
VBA FC	VBA Finance Center
VBA/DoD	Veterans Benefits Administration VBA-Department of Defense
VBMS	Veterans Benefits Management System
VCE	The VA/DoD Vision Center of Excellence
VCIP	Veterans Claim Intake Program
VCS	Veterans Canteen Service
VDHCBC	Veteran-Directed Home and Community Based Care
VE	VistA Evolution
VEI	Veterans Employment Initiative
VEITF	Veterans Employment Initiative Task Force
VERA	Veterans Equitable Resource Allocation model
VERC	Veteran Engineering Resource Centers
VESO	Veteran Employment Services Office
VETSNET	Veterans Service Network - A database that supports Veterans Benefits Administration systems used to administer Veterans benefits.
VHA CEMP	VHA Comprehensive Emergency Management Program
VHA COS	VHA Chief of Staff
VHA DMA	Office of Disability and Medical Assessment
VHA HA	VHA Office of Health Affairs
VHA HEC	VHA Health Eligibility Center
VHA OCLA	VHA Office of Congressional and Legislative Affairs
VHA OPP	VHA Office of Policy and Planning (10P1)
VHA OSD	VHA Operations and Standardization Department
VHA PIV	VHA Personnel Identity Verification
VHA SPS	National Program Office for Sterile Processing
VHA VOCUS	VHA on-line news media software
VHIC	Veteran Health Identification Card
VISN	Veterans Integrated Service Network
VISTA	A VA imaging system used for the Electronic Health Record
VLER	Virtual Lifetime Electronic Record
VLJ	Veterans Law Judge
VOA	IT Virtual Office of Acquisition
VORS	Veterans Outreach Reporting System
VOW Act	VOW To Hire Heroes Act of 2011
VPN	One-VA Virtual Private Network
VPS	VA Point of Service Program
VR&E	Vocational Rehabilitation and Employment Program
VRC	Vocational Rehabilitation Counselor
VR&E	Vocational Rehabilitation and Employment
VRI	Veterans' Reopened Insurance
VRM	Veterans Relationship Management
VSLI	Veterans' Special Life Insurance

VSO	Veterans Service Organization
VSOC	VetSuccess on Campus
VSSC	VSSC stands for VISN (Veterans Integrated Service Network) Support Services Center
VTS	Veterans Transportation Program
W2W	OIT Warriors to Workforce Branch
W2W	Warriors to Workforce, an intern program to train and educate wounded Veterans
WC	Workers Compensation
WHOFBNP	White House Office of Faith-Based and Neighborhood Partnerships
WM	OIT Workforce Management Branch
WMC	VHA Workforce Management and Consulting
YRRP	DoD Yellow Ribbon Reintegration Program

APPENDIX B

ALTERNATE REPRESENTATION OF ORGANIZATION CHARTS

DEPARTMENT OF VETERANS AFFAIRS ORGANIZATION CHART

- ❖ Secretary
- ❖ Deputy Secretary
- ❖ Chief of Staff
 - General Counsel
 - Board of Veterans' Appeals
 - Inspector General
 - Acquisition, Logistics, and Construction
 - Support Offices
 - Immediate Office of the Secretary
 - Special Staff Offices
 - Assistant Secretary for Management
 - Assistant Secretary for Information and Technology
 - Assistant Secretary for Policy and Planning
 - Assistant Secretary for Operations, Security and Preparedness
 - Assistant Secretary for Human Resources and Administration
 - Assistant Secretary for Public and Intergovernmental Affairs
 - Assistant Secretary for Congressional and Legislative Affairs
 - Veterans Benefits Administration
 - Veterans Health Administration
 - National Cemetery Administration

OFFICE OF THE SECRETARY OF VETERANS AFFAIRS

- ❖ Secretary of Veterans Affairs
- ❖ Inspector General
- ❖ Deputy Secretary of Veterans Affairs
- ❖ Chief of Staff
- ❖ Deputy Chief of Staff
 - Immediate Office of the Secretary
 - Executive Secretariat
 - Office of Support-Mission Operations
 - Office of Strategic Engagement
 - Non-governmental Organization Office
 - Veterans Service Organization Liaison
 - Center for Innovation
 - Office of Employment Discrimination Complaint Adjudication
 - Office of Small and Disadvantaged Business Utilization
 - Center for Women Veterans
 - Center for Minority Veterans
 - Advisory Committee Management Office
 - Center for Faith-Based and Neighborhood Partnerships
 - Office of Survivors Assistance

VETERANS BENEFITS ADMINISTRATION

- ❖ Under Secretary for Benefits
- ❖ Principal Deputy Under Secretary for Benefits
- ❖ VBA/DoD Program Office
 - Director, Office of Strategic Planning
 - Office of Business Process Integration
 - Veterans Benefits Management System Program Office
 - Veterans Relationship Management Program Office
 - Deputy Under Secretary for Disability Assistance
 - Compensation Service
 - Pension and Fiduciary Service
 - Insurance Service
 - Benefits Assistance Service
 - Deputy Under Secretary for Economic Opportunity
 - Education Service
 - Loan Guaranty Service
 - Vocational Rehabilitation and Employment Service
 - Deputy Under Secretary for Field Operations
 - Eastern Area Philadelphia
 - Southern Area Nashville
 - Central Area St. Louis
 - Records Management Center
 - Western Area Phoenix
 - Appeals Management Center
 - Chief of Staff
 - Deputy Chief of Staff
 - Office of Management
 - Office of Human Resources
 - Office of Facilities and Administration
 - Office of Employee Development and Training
 - Diversity Management and Equal Employment Opportunity
 - Acquisition Staff
 - Office of Resource Management
 - Administrative and Loan Accounting Center
 - VBA Finance Center

- Office of Performance, Analysis and Integrity
- Executive Review
- Congressional Affairs
- Communications and Case Management
- Corporate Communications

VETERANS HEALTH ADMINISTRATION

- ❖ Under Secretary for Health
 - Research Oversight
 - Medical Inspector
 - Readjustment Counseling
- ❖ Chief of Staff
- ❖ Deputy Chief of Staff
 - Communications
 - Correspondence
 - Congressional/Legislative Affairs
 - Regulatory and Administrative Affairs
 - National Leadership Council
- ❖ Principal Deputy Under Secretary for Health
 - Finance
 - Nursing
 - Assistant Deputy Under Secretary for Workforce Services
 - Workforce Management and Consulting
 - Employee Education System
 - National Center for Organization Development
 - Academic Affiliations
 - Strategic Integration
 - Health Equity
 - Assistant Deputy Under Secretary for Quality, Safety, and Value
 - Compliance and Business Integrity
 - Quality Standards and Programs
 - High Reliability Systems and Consultation
 - Healthcare Value
 - Safety and Risk Awareness
 - Deputy Under Secretary for Health Policy and Services
 - Assistant Deputy Under Secretary for Policy and Planning
 - Assistant Deputy Under Secretary for Patient Care Services
 - Public Health
 - Interagency Health Affairs
 - Ethics in Healthcare
 - Research and Development

- Assistant Deputy Under Secretary for Informatics and Analytics
 - Health Informatics
 - Analytics and Business Intelligence
 - Health Information Governance
 - Connected Health
- Deputy Under Secretary for Health for Operations and Management
 - Assistant Deputy Under Secretary for Administrative Operations
 - Emergency Management
 - Procurement and Logistics
 - Network Support
 - Capital Asset Management and Engineering
 - National Activations
 - Veterans Canteen Service
 - Environmental Programs
 - Occupational Safety and Health Management
 - Healthcare Technology Management
 - Business Operations
 - Chief Business Office
 - Access and Clinic Administration
 - Veterans Integration Service Networks (21 VISNs)
 - Assistant Deputy Under Secretary for Clinical Operations
 - Homelessness
 - Surgical Services
 - Primary Care Operations
 - Geriatrics and Extended Care Operations
 - Mental Health Operations
 - Sterile Processing Services
 - Dentistry
 - Disability and Medical Assessment
 - Patient-Centered Care

NATIONAL CEMETERY ADMINISTRATION

- ❖ Under Secretary for Memorial Affairs
- ❖ Principal Deputy Under Secretary for Memorial Affairs
 - Veterans Cemetery Grant Program
 - Equal Employment Opportunity and Diversity
 - Chief of Staff
 - Deputy Under Secretary for Field Programs
 - Memorial Service Networks
 - National Cemeteries (131)
 - Memorial Service Network Coordinators
 - Scheduling Office/Eligibility
 - Integrated Operations Center (IOC)
 - Cemetery Development and Improvement Service
 - Safety
 - Memorial Programs Service
 - Operations
 - ◆ Presidential Memorial Certificates
 - ◆ Applicant Assistance
 - ◆ First Notice of Death
 - ◆ Program Support
 - ◆ MPS Processing Sites
 - ◆ Centralized Processing Appeals
 - Deputy Under Secretary for Finance and Planning
 - Legislative and Regulatory Service
 - Policy and Planning Service
 - Budget Service
 - Capital and Performance Budgeting
 - Budget Operations and Field Support
 - Finance Service
 - Accounting Operations Division
 - Accountability Division
 - Business Process Improvement Service
 - Deputy Under Secretary for Management
 - Human Capital Management

- Training
- Human Resources
- HRC
- Labor Relations
- Performance Management
- Emergency Preparedness
- Information Technology Business Requirements and Administrative Service
 - Administrative Support
 - Freedom of Information/Privacy
 - Business Requirements
- Management and Communication Service
 - History
 - Executive Correspondence
 - Communications/Outreach
- Contracting Service
 - Central Contracting
 - Construction Support
- Design and Construction Service

OFFICE OF PUBLIC AND INTERGOVERNMENTAL AFFAIRS

- ❖ Assistant Secretary for Public and Intergovernmental Affairs
- ❖ Chief of Staff
- ❖ Special Assistant
 - Deputy Assistant Secretary Office of Intergovernmental Affairs
 - Intergovernmental Relations
 - Office of Tribal Governments
 - Consumer and International Affairs
 - Deputy Assistant Secretary Office of Public Affairs
 - Field Operations
 - Digital Media Engagement
 - Media Relations
 - Press Secretary
 - Executive Director
 - Veterans Sports Programs and Special Events
 - National Veterans Outreach Office

OFFICE OF POLICY AND PLANNING

- ❖ Assistant Secretary for Policy and Planning
- ❖ Principal Deputy Assistant Secretary for Policy and Planning
 - Office of Policy
 - Strategic Studies
 - Policy Analysis
 - Strategic Planning
 - Office of Data Governance and Analysis
 - National Center for Veterans Analysis and Statistics
 - Reports and Information
 - Analysis and Statistics
 - Office of the Actuary
 - Office of Corporate Analysis and Evaluation
 - Programming
 - Analysis and Evaluation
 - Office of Interagency Collaboration and Integration
 - Joint Executive Council
 - Integrated Disability Evaluation System
 - Transition Assistance Program
 - Enterprise Program Management Office
 - Operational Management Review
 - Management Systems Improvement
 - Program Management Policy

OFFICE OF OPERATIONS, SECURITY, AND PREPAREDNESS

- ❖ Assistant Secretary for Operations, Security, and Preparedness
- ❖ Principal Deputy Assistant Secretary
 - Special Assistant
 - Deputy Assistant Secretary for Emergency Management
 - Planning, Exercise, Training and Evaluation (PETE)
 - Operations and National Security Service (O&NSS)
 - VA Integrated Operations Center (VAIOC)
 - Director for Office of Personnel Security and Identity Management
 - HSPD-12 Program
 - Personnel Identity Verification (PIV)
 - Identity Credential and Access Management (ICAM)
 - Personnel Security and Suitability (PSS)
 - Security Investigations Center (SIC)
 - Director for Office of Resource Management
 - Human Resources
 - Support Services
 - Budget and Procurements
 - Administrative and Logistics
 - Director for Office of Security and Law Enforcement
 - Police Service
 - Police Oversight and Investigations
 - Infrastructure Protection
 - Executive Protection
 - Intelligence and Analysis
 - Law Enforcement and Training Center
 - Academic Program
 - Technical Program
 - Advanced Academic Program
 - Training Standard

BOARD OF VETERANS APPEALS

- ❖ Chairman
 - Vice Chairman
 - Principal Deputy Vice Chairman Appellate Group
 - Chief Counsel for Policy and Procedure
 - Chief Counsel for Operations
 - Deputy Vice Chairman (1)
 - Deputy Vice Chairman (2)
 - Director for Management, Planning, and Analysis
 - Chief Veterans Law Judge (1)
 - Chief Veterans Law Judge (2)
 - Chief Veterans Law Judge (3)
 - Chief Veterans Law Judge (4)
 - Chief Veterans Law Judge (5)
 - Chief Veterans Law Judge (6)
 - Chief Veterans Law Judge (7)
 - Chief Veterans Law Judge (8)
 - Chief Veterans Law Judge (9)
 - Chief Veterans Law Judge (10)

OFFICE OF ACQUISITION, LOGISTICS, AND CONSTRUCTION

- ❖ Principal Executive Director, Office of Acquisition, Logistics, and Construction
- ❖ Deputy Assistant Secretary, Office of Acquisition and Logistics
 - Associate Deputy Assistant Secretary, Office of Acquisition Program Support
 - Associate Deputy Assistant Secretary, Office of National Acquisition Center
 - Associate Deputy Assistant Secretary, Office of Logistics and Supply Chain Management
 - Associate Deputy Assistant Secretary, Office of Policy, Systems, and Oversight
 - Chancellor, VA Acquisition Academy
- ❖ Executive Director, Office of Acquisition Operations
- ❖ Senior Acquisition Technical Advisor
- ❖ Associate Executive Director, Strategic Acquisition Center
- ❖ Associate Executive Director, Technology Acquisition Center
- ❖ Director, Customer Advocacy Service
- ❖ Director, Acquisition Business Service
- ❖ Executive Director, Office of Construction and Facilities Management
- ❖ Associate Executive Director, Office of Operations
- ❖ Associate Executive Director, Office of Facilities Planning
- ❖ Associate Executive Director, Office of Resource Management
- ❖ Associate Executive Director, Office of Facilities Acquisition
- ❖ Associate Executive Director, Engineering Operations Support
- ❖ Associate Executive Director, Office of Programs and Plans

OFFICE OF GENERAL COUNSEL

- ❖ General Counsel
- ❖ Principal Deputy General Counsel
 - Senior Advisor to Principal Deputy General Counsel
 - Executive Director, Management, Planning and Analysis
 - Deputy General Counsel Legal Policy
 - Assistant General Counsel Staff Group I
 - Assistant General Counsel Staff Group II
 - Assistant General Counsel Staff Group III
 - Assistant General Counsel Staff Group IV
 - Assistant General Counsel Staff Group V
 - Assistant General Counsel Staff Group VII
 - Director, Office of Regulation, Policy and Management
 - Deputy General Counsel Legal Operations
 - Region Counsel Region 1 Boston
 - Region Counsel Region 2 Brooklyn
 - Region Counsel Region 3 Baltimore
 - Region Counsel Region 4 Philadelphia
 - Region Counsel Region 5 Atlanta
 - Region Counsel Region 6 St. Petersburg
 - Region Counsel Region 7 Cleveland
 - Region Counsel Region 8 Nashville
 - Region Counsel Region 9 Jackson
 - Region Counsel Region 10 Chicago
 - Region Counsel Region 11 Detroit
 - Region Counsel Region 12 St. Louis
 - Region Counsel Region 13 Waco
 - Region Counsel Region 14 Houston
 - Region Counsel Region 15 Minneapolis
 - Region Counsel Region 16 Denver
 - Region Counsel Region 18 San Francisco
 - Region Counsel Region 19 Phoenix
 - Region Counsel Region 20 Portland
 - Region Counsel Region 21 Buffalo
 - Region Counsel Region 22 Indianapolis
 - Region Counsel Region 23 Winston-Salem

