

**VA**



U.S. Department  
of Veterans Affairs

# 2015

## Functional Organization Manual - v3.0

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



# Table of Contents

**TABLE OF CONTENTS** ..... **III**

**THE DEPARTMENT OF VETERANS AFFAIRS FUNCTIONAL ORGANIZATION MANUAL**..... **1**

    INTRODUCTION ..... 1

    ORGANIZATION OF THE DEPARTMENT..... 2

**OFFICE OF THE SECRETARY OF VETERANS AFFAIRS**..... **5**

    OFFICE OF THE SECRETARY ..... 5

    SUPPORT OFFICES ..... 6

*Office of Employment Discrimination Complaint Adjudication (OEDCA)* ..... 6

*Office of Small and Disadvantaged Business Utilization (OSDBU)* ..... 7

    IMMEDIATE OFFICE OF THE SECRETARY ..... 8

*Executive Secretariat*..... 8

*Office of Mission Operations*..... 9

*Office of Administrative Operations*..... 9

*Office of Strategic Engagement* ..... 10

*White House Liaison*..... 12

    SPECIAL STAFF OFFICES ..... 13

*Center for Women Veterans (CWV)* ..... 13

*Center for Minority Veterans (CMV)* ..... 14

*Advisory Committee Management Office (ACMO)* ..... 15

*Center for Faith-Based and Neighborhood Partnerships (CFBNP)* ..... 16

*Office of Survivors Assistance (OSA)*..... 16

*Interagency Care and Benefits Coordination (ICBC)*..... 17

**OFFICE OF INSPECTOR GENERAL (OIG)** ..... **19**

**BOARD OF VETERANS’ APPEALS (BOARD)** ..... **20**

    OFFICE OF THE CHAIRMAN/APPELLATE GROUP ..... 21

---

OFFICE OF MANAGEMENT, PLANNING AND ANALYSIS .....	22
OFFICE OF VLJS .....	23
<b>OFFICE OF THE GENERAL COUNSEL .....</b>	<b>24</b>
ASSISTANT GENERAL COUNSELS, REGIONAL COUNSELS, OFFICE OF MANAGEMENT PLANNING AND ANALYSIS, AND OFFICE OF REGULATION POLICY AND MANAGEMENT .....	25
<i>Office of Accountability Review</i> .....	26
<i>Legislative Counsel</i> .....	27
<b>OFFICE OF ACQUISITION, LOGISTICS AND CONSTRUCTION .....</b>	<b>28</b>
OFFICE OF THE PRINCIPAL EXECUTIVE DIRECTOR (003) .....	28
OFFICE OF THE DEPUTY ASSISTANT SECRETARY FOR ACQUISITION AND LOGISTICS (003A).....	30
<i>Office of Acquisition Program Support (003A1)</i> .....	32
<i>Office of Policy, Systems, and Oversight (003A2)</i> .....	36
<i>Office of Logistics and Supply Chain Management (003A3)</i> .....	38
<i>Office of National Acquisition Center (NAC) (003A4)</i> .....	40
<i>VA Acquisition Academy (VAAA) (003A5)</i> .....	43
OFFICE OF ACQUISITION OPERATIONS (OAO) (003B) .....	50
<i>Strategic Acquisition Center (SAC) (003B1)</i> .....	52
<i>Technology Acquisition Center (TAC) (003B2)</i> .....	56
<i>Customer Advocacy Service (003B3)</i> .....	59
<i>Acquisition Business Service (ABS) (003B5)</i> .....	60
OFFICE OF CONSTRUCTION AND FACILITIES MANAGEMENT (003C).....	62
<i>Office of Operations (003C1)</i> .....	63
<i>Office of Facilities Planning (003C2)</i> .....	64
<i>Office of Resource Management (003C3)</i> .....	66
<i>Office of Facilities Acquisition (003C4)</i> .....	68
<i>Office of Programs and Plans (003C6)</i> .....	71

**VETERANS BENEFITS ADMINISTRATION .....75**

OFFICE OF THE UNDER SECRETARY FOR BENEFITS (20) ..... 75

OFFICE OF THE CHIEF OF STAFF (20A) ..... 77

*Office of Corporate Communications (20A4)* ..... 77

*Executive Review (20A11)* ..... 78

*Congressional Affairs Office (20A2)*..... 78

*Office of Communications and Case Management (20A3)* ..... 79

*Office of Strategic Planning (20S)*..... 79

OFFICE OF THE DEPUTY UNDER SECRETARY FOR DISABILITY ASSISTANCE (20P) ..... 86

*Compensation Service (21C)*..... 88

OFFICE OF THE DEPUTY UNDER SECRETARY FOR ECONOMIC OPPORTUNITY (20E) ..... 98

EDUCATION SERVICE (22)..... 100

*Loan Guaranty Service (26)* ..... 103

*Vocational Rehabilitation and Employment Service (28)*..... 105

*Office of Transition, Employment, and Economic Impact (201D)* ..... 109

OFFICE OF FIELD OPERATIONS (20F) ..... 111

*North Atlantic, Southeast, Midwest, Pacific, and Continental District Offices (20F1, 20F2, 20F3, 20F4 and 20F5)*..... 113

OFFICE OF MANAGEMENT (20M)..... 114

*Office of Human Resources (20M1)*..... 115

*Office of Administration and Facilities (20M3)* ..... 115

*Office of Acquisition (20MA)* ..... 116

*Office of Employee Engagement, Diversity & Inclusion (20M2)*..... 117

OFFICE OF RESOURCE MANAGEMENT (24)..... 119

*Administrative and Loan Accounting Center (241A)* ..... 120

*Office of Performance Analysis and Integrity (20B)* ..... 124

**VETERANS HEALTH ADMINISTRATION ..... 126**

OFFICE OF THE UNDER SECRETARY FOR HEALTH (10) ..... 126

OFFICE OF THE CHIEF OF STAFF (10B) ..... 128

*Office of Executive Correspondence (10B1) ..... 129*

*Office of Communications (10B2)..... 129*

*Office of Congressional and Legislative Affairs (10B3)..... 133*

*The Office of Regulatory and Administrative Affairs (ORAA) (10B4) ..... 134*

*National Leadership Council Office (10B5)..... 135*

OFFICE OF RESEARCH OVERSIGHT (10R) ..... 136

*ORO Research Information Security Program (10R) ..... 137*

*ORO Research Safety and Animal Welfare Program (10R) ..... 137*

*ORO Research Compliance Education Program (10R)..... 138*

*ORO Human Research Protection Program (10R)..... 138*

OFFICE OF THE MEDICAL INSPECTOR (10MI) ..... 139

OFFICE OF READJUSTMENT COUNSELING SERVICES (10RCS)..... 140

OFFICE OF THE PRINCIPAL DEPUTY UNDER SECRETARY FOR HEALTH (10A) ..... 142

*Management Review Service ..... 143*

OFFICE OF NURSING SERVICES (10A1) ..... 144

*Clinical Practice ..... 144*

OFFICE OF THE ASSISTANT DEPUTY UNDER SECRETARY FOR HEALTH FOR WORKFORCE SERVICES (10A2) ..... 147

*Workforce Management and Consulting (WMC/10A2A) ..... 148*

OFFICE OF FINANCE (10A3)..... 152

*Financial Management and Accounting Systems Office (10A3A) ..... 152*

*Resource Management Office (10A3B)..... 153*

*Financial Assistance Office (10A3C) ..... 154*

*Managerial Cost Accounting Office (10A3D) ..... 154*

OFFICE OF THE ASSISTANT DEPUTY UNDER SECRETARY (ADUSH) FOR HEALTH FOR QUALITY, SAFETY AND VALUE (10A4) ..... 155

*Office of Compliance and Business Integrity (10A4A)* ..... 155

*Quality Standards and Programs (10A4B)* ..... 156

*High Reliability Systems & Consultation (10A4C)*..... 159

*Health Care Value (10A4D)* ..... 160

*Safety & Risk Awareness (10A4E)*..... 161

OFFICE OF STRATEGIC INTEGRATION (10A5) ..... 164

OFFICE OF HEALTH EQUITY (10A6)..... 164

OFFICE OF THE DEPUTY UNDER SECRETARY FOR HEALTH FOR POLICY AND SERVICES (10P) ..... 165

*Office of the Assistant Deputy Under Secretary for Health for Policy and Planning (10P1)* ..... 167

*Office of the Assistant Deputy Under Secretary for Health for Informatics and Analytics (10P2)* ... 168

*Office of Public Health (10P3)* ..... 173

*Office of the Assistant Deputy Under Secretary for Health for Patient Care Services (10P4)* ..... 176

*Office of Interagency Health Affairs (10P5)* ..... 196

*National Center for Ethics in Health Care (10P6)* ..... 202

*Office of Research and Development (10P9)*..... 203

OFFICE OF THE DEPUTY UNDER SECRETARY FOR HEALTH FOR OPERATIONS AND MANAGEMENT (10N)..... 208

*Office of the Assistant Deputy Under Secretary for Health for Administrative Operations (10NA)*. 210

*Office of Assistant Deputy Under Secretary for Health for Clinical Operations (10NC)* ..... 234

*VHA Patient-Centered Care and Cultural Transformation (10NE)* ..... 244

**NATIONAL CEMETERY ADMINISTRATION** ..... **246**

OFFICE OF THE UNDER SECRETARY FOR MEMORIAL AFFAIRS (40) ..... 246

*Veterans Cemetery Grants Program (40A3)*..... 249

EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY (40A2) ..... 250

CHIEF OF STAFF (40A1) ..... 251

OFFICE OF THE DEPUTY UNDER SECRETARY FOR FIELD PROGRAMS (41) .....	251
<i>Regional Offices and National Cemeteries</i> .....	253
OFFICE OF THE DEPUTY UNDER SECRETARY FOR FINANCE AND PLANNING/CFO (42) .....	259
<i>Policy and Planning Service (42A)</i> .....	260
<i>Budget Service (42B)</i> .....	261
<i>Finance Service (42C)</i> .....	262
<i>Business Process Improvement and Compliance Service (42D)</i> .....	263
<i>Legislative and Regulatory Service (42E)</i> .....	264
OFFICE OF THE DEPUTY UNDER SECRETARY FOR MANAGEMENT (43) .....	265
<b>OFFICE OF CONGRESSIONAL AND LEGISLATIVE AFFAIRS .....</b>	<b>275</b>
OFFICE OF THE ASSISTANT SECRETARY FOR CONGRESSIONAL AND LEGISLATIVE AFFAIRS' .....	275
OFFICE OF CONGRESSIONAL AFFAIRS .....	277
<i>Policy Directorate</i> .....	277
OVERSIGHT DIRECTORATE.....	278
<i>Outreach Directorate</i> .....	279
<i>Operations and Administration</i> .....	280
OFFICE OF INTERGOVERNMENTAL AFFAIRS .....	281
<i>Office of Tribal Government Relations</i> .....	281
<i>Intergovernmental Relations</i> .....	282
<b>OFFICE OF HUMAN RESOURCES AND ADMINISTRATION.....</b>	<b>285</b>
OFFICE OF THE ASSISTANT SECRETARY FOR HUMAN RESOURCES AND ADMINISTRATION .....	285
OFFICE OF THE DEPUTY ASSISTANT SECRETARY FOR ADMINISTRATION (OA) (03) .....	286
<i>Occupational Safety and Health</i> .....	286
<i>Transit Benefits Program Policy</i> .....	287
<i>Protocol Services</i> .....	287
<i>Space and Renovations Services</i> .....	287



*Facilities Services* ..... 287

*Support Services* ..... 288

*Performance Improvement & Accountability Support Services* ..... 288

OFFICE OF THE DEPUTY ASSISTANT SECRETARY FOR DIVERSITY AND INCLUSION (06) ..... 289

OFFICE OF THE DEPUTY ASSISTANT SECRETARY FOR HUMAN RESOURCES MANAGEMENT (OHRM) (05)..... 290

OFFICE OF THE DEPUTY ASSISTANT SECRETARY FOR RESOLUTION MANAGEMENT (ORM) (08)..... 292

OFFICE OF THE DEPUTY ASSISTANT SECRETARY FOR LABOR-MANAGEMENT RELATIONS (LMR)..... 294

OFFICE OF THE DEAN VA LEARNING UNIVERSITY (VALU) (006V)..... 295

OFFICE OF THE DIRECTOR FOR VETERAN EMPLOYMENT SERVICES OFFICE (VESO) (006VE) ..... 297

OFFICE OF THE EXECUTIVE DIRECTOR FOR CORPORATE SENIOR EXECUTIVE MANAGEMENT (CSEMO) (006D)..... 298

OPERATIONS SUPPORT STAFF FUNCTIONS ..... 299

**OFFICE OF INFORMATION AND TECHNOLOGY ..... 300**

OFFICE OF THE EXECUTIVE IN CHARGE AND CHIEF INFORMATION OFFICER (005) ..... 300

*DOD/VA Interagency Program Office (005J)*..... 301

OFFICE OF QUALITY, PERFORMANCE AND OVERSIGHT (005X)..... 302

*Office of Enterprise Risk Management* ..... 302

*Policy, Performance and Oversight*..... 302

*Project Coordination Service* ..... 303

*Executive Correspondence* ..... 303

ARCHITECTURE, STRATEGY, AND DESIGN (005E)..... 303

*Enterprise Architecture* ..... 304

*Product and Platform Management* ..... 305

*Technology Strategies*..... 306

*Process and Knowledge Management and Communications Service*..... 308

*ASD Business Office* ..... 308

OFFICE OF CUSTOMER ADVOCACY (005A)..... 309

---

IT RESOURCE MANAGEMENT (005F) .....	309
<i>IT Budget and Finance</i> .....	310
<i>IT Acquisition Strategy and Space/Facilities Management</i> .....	311
<i>IT Workforce Development</i> .....	312
OFFICE OF INFORMATION SECURITY (005R) .....	312
<i>OIS Front Office</i> .....	312
<i>OIS Business Office</i> .....	313
<i>Field Security Service</i> .....	313
<i>Office of Business Continuity</i> .....	314
<i>Office of Cyber Security</i> .....	315
<i>The Office of Privacy and Records Management</i> .....	316
<i>VA Network Security Operations Center</i> .....	318
PRODUCT DEVELOPMENT (005Q) .....	318
<i>Project Management</i> .....	318
<i>Development Management</i> .....	319
<i>Integration Management</i> .....	320
<i>PD Business Office</i> .....	320
<i>Project Management Accountability System Business Office</i> .....	321
OFFICE OF SERVICE DELIVERY AND ENGINEERING (005OP).....	322
<i>Field Operations</i> .....	322
<i>Enterprise Operations</i> .....	323
<i>Enterprise Systems Engineering</i> .....	324
<i>IT Service Management</i> .....	328
<b>OFFICE OF MANAGEMENT</b> .....	<b>330</b>
OFFICE OF THE ASSISTANT SECRETARY FOR MANAGEMENT AND CHIEF FINANCIAL OFFICER .....	331
OFFICE OF THE ASSISTANT SECRETARY FOR MANAGEMENT (004) .....	331

OFFICE OF BUDGET (041) .....	332
OFFICE OF BUSINESS OVERSIGHT (043) .....	333
<i>Internal Controls Service (ICS)</i> .....	334
<i>Management Quality Assurance Service (MQAS)</i> .....	334
OFFICE OF ASSET ENTERPRISE MANAGEMENT (OAEM) (044) .....	339
<i>Capital Operation and Program Service (044A)</i> .....	339
<i>Capital Asset Policy, Planning and Strategy Service (044B)</i> .....	340
<i>Investment and Enterprise Development Service (044C)</i> .....	340
<i>Capital Asset Management Service (044D)</i> .....	341
<i>Green Management Program Service (044E)</i> .....	342
<i>Enterprise Risk Management Service (044F)</i> .....	344
OFFICE OF FINANCE (047) .....	345
<i>Office of Financial Business Operations (047E)</i> .....	346
<i>Office of Financial Process Improvement and Audit Readiness (047J)</i> .....	347
<i>Office of Financial Policy (047G)</i> .....	348
<i>Franchise Fund Oversight Office (047F)</i> .....	351
<i>Debt Management Center (389DMC)</i> .....	352
<i>Financial Services Center (104/00)</i> .....	353
OFFICE OF PERFORMANCE MANAGEMENT (048) .....	357
<b>OFFICE OF PUBLIC AFFAIRS .....</b>	<b>359</b>
OFFICE OF THE ASSISTANT SECRETARY .....	359
<i>Office of National Veterans Sports Programs and Special Events (002C)</i> .....	360
<i>Office of National Veterans Outreach (002)</i> .....	362
<i>Homeless Veterans Outreach and Strategic Communications Office (002)</i> .....	363
OFFICE OF PUBLIC AFFAIRS (002) .....	364
<i>Office of Field Operations (002)</i> .....	365

<i>Office of Digital Media Engagement (002)</i> .....	366
<i>Press Secretary (002)</i> .....	368
<i>Executive Writers</i> .....	370
<b>OFFICE OF POLICY AND PLANNING .....</b>	<b>371</b>
OFFICE OF THE ASSISTANT SECRETARY FOR POLICY AND PLANNING (008) .....	371
OFFICE OF THE DEPUTY ASSISTANT SECRETARY FOR POLICY (008A) .....	372
<i>Strategic Studies Group (008A1)</i> .....	373
<i>Policy Analysis Service (008A2)</i> .....	373
<i>Strategic Planning Service (008A3)</i> .....	374
OFFICE OF THE DEPUTY ASSISTANT SECRETARY FOR DATA GOVERNANCE AND ANALYSIS (008B).....	375
<i>National Center for Veterans Analysis and Statistics (008B1)</i> .....	375
<i>Office of the Actuary (008B2)</i> .....	377
ENTERPRISE PROGRAM MANAGEMENT OFFICE (008E) .....	377
<i>Operational Management Review (008E1)</i> .....	378
<i>Management Systems Improvement (008E2)</i> .....	378
<i>Program Management Policy (008E3)</i> .....	379
OFFICE OF CORPORATE ANALYSIS AND EVALUATION (008C) .....	379
<i>Programming Service (008C1)</i> .....	380
<i>Analysis and Evaluation Service (008C2)</i> .....	380
OFFICE OF INTERAGENCY COLLABORATION AND INTEGRATION (008D) .....	381
<i>Interagency Collaboration and integration service (008D1)</i> .....	382
<i>Integrated Disability Evaluation System (ides) (008D2)</i> .....	383
CENTER FOR INNOVATION .....	384
<b>OFFICE OF OPERATIONS, SECURITY, AND PREPAREDNESS .....</b>	<b>385</b>
OFFICE OF THE ASSISTANT SECRETARY FOR OPERATIONS, SECURITY AND PREPAREDNESS .....	385
OFFICE OF THE DEPUTY ASSISTANT SECRETARY FOR EMERGENCY MANAGEMENT AND RESILIENCE (07A).....	386

*Planning, Exercises, Training, and Evaluation (PETE)*..... 386

*Operations and National Security Services (ONSS)* ..... 387

*VA Integrated Operations Center*..... 388

OFFICE OF THE DIRECTOR FOR PERSONNEL SECURITY AND IDENTITY MANAGEMENT (OPSIM)..... 389

*Homeland Security Presidential Directive 12 (HSPD-12)* ..... 389

*Identity Credential and Access and Management (ICAM)* ..... 390

*Personnel Security and Suitability Service (PSS)*..... 391

*Personal Identity Verification (PIV) Offices* ..... 392

*Security and Investigations Center (SIC)*..... 393

OFFICE OF THE DIRECTOR FOR RESOURCE MANAGEMENT (ORM)..... 394

*Human Resource Management*..... 394

*Financial Management* ..... 395

*Administrative and Logistics* ..... 395

*Support Services* ..... 396

OFFICE OF THE DEPUTY ASSISTANT SECRETARY/DIRECTOR FOR SECURITY AND LAW ENFORCEMENT ..... 397

*Police Services* ..... 397

*Law Enforcement Training Center (LETC)*..... 401

**APPENDIX A: LIST OF ACRONYMS** ..... **406**

**LIST OF ACRONYMS**..... **407**

**APPENDIX B: ORGANIZATION CHARTS -- ALTERNATE REPRESENTATIONS**..... **414**

DEPARTMENT OF VETERANS AFFAIRS..... 415

OFFICE OF THE SECRETARY OF VETERANS AFFAIRS ..... 416

BOARD OF VETERANS APPEALS ..... 417

OFFICE OF GENERAL COUNSEL..... 418

VETERANS BENEFITS ADMINISTRATION ..... 420

VETERANS HEALTH ADMINISTRATION ..... 422

NATIONAL CEMETERY ADMINISTRATION ..... 424

OFFICE OF CONGRESSIONAL AND LEGISLATIVE AFFAIRS ..... 426

OFFICE OF HUMAN RESOURCES AND ADMINISTRATION ..... 427

OFFICE OF INFORMATION AND TECHNOLOGY ..... 428

OFFICE OF MANAGEMENT ..... 430

*Chart 1: Office of Management*..... 430

*Chart 2: Office of Management*..... 430

OFFICE OF PUBLIC AFFAIRS ..... 433

OFFICE OF POLICY AND PLANNING ..... 434

OFFICE OF OPERATIONS, SECURITY, AND PREPAREDNESS ..... 435

OFFICE OF ACQUISITION, LOGISTICS, AND CONSTRUCTION ..... 436

*Chart 1: Office of Acquisition, Logistics, and Construction*..... 436

*Chart 2: Office of Acquisition and Logistics* ..... 436

# The Department of Veterans Affairs Functional Organization Manual

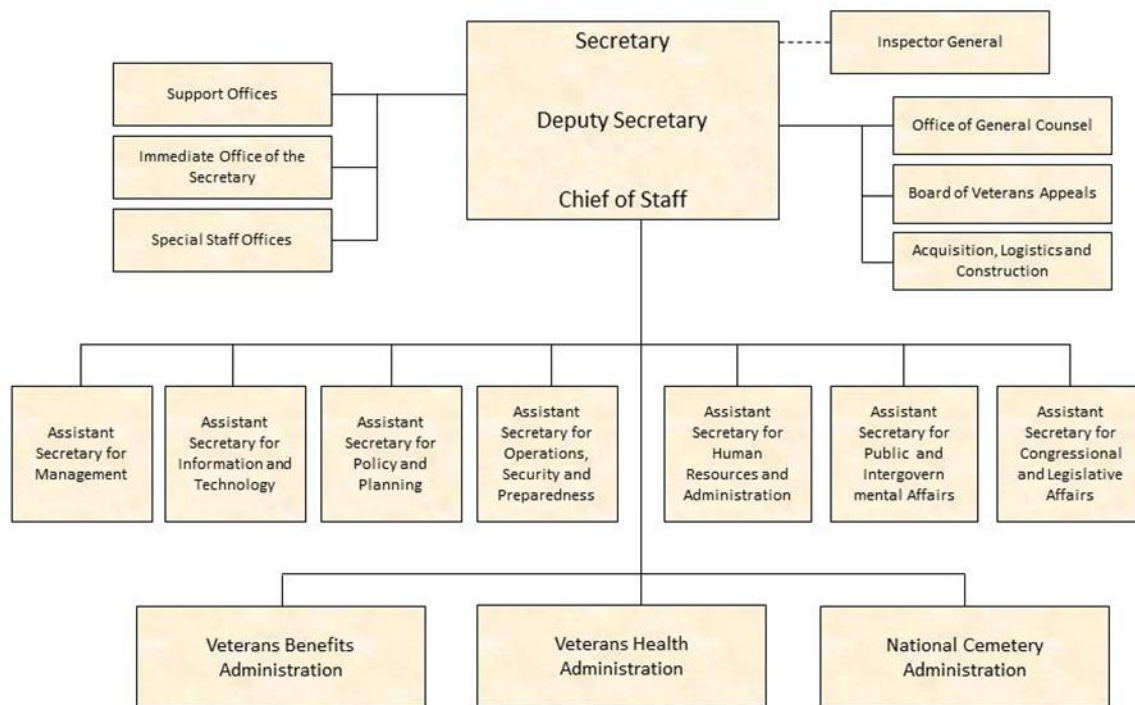
The Functional Organization Manual (FOM) is the authoritative source that documents the current organization structure, missions, functions and tasks of the Department of Veterans Affairs and its organizations. It is a core reference document for the Department to describe what gets done by whom, for 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 (VA) was established as an independent agency under the President by EO 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 340,000 employees. Among the many professions represented in the vast VA workforce are physicians, nurses, counselors, statisticians, architects, computer specialists, and attorneys. As advocates for Veterans and their families, the VA community is committed to providing the very best services with an attitude of caring and courtesy.
- VA comprises a Central Office (VACO), which is located in Washington, DC, and field facilities throughout the Nation administered by its three major line organizations: Veterans Health Administration, Veterans Benefits Administration, and National Cemetery Administration.
- Services and benefits are provided through a nationwide network of 150 medical centers, 819 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, 2014*)
- The Secretary of VA (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 the Department

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 second in command and Chief Operating Officer for the Department. The DEPSECVA directs the policy and operations of the Department and provides broad direction to the Department's Staff Offices, ensuring coordinated action and conformance with the Secretary's directives.
- The **Chief of Staff of Veterans Affairs (COSVA)** synchronizes and coordinates SECVA policy guidance and direction with VA's Administrations, Staff Offices, and key officials. Through the Deputy Chief of Staff, COSVA oversees OSVA staff, including several senior advisors and special assistants to ensure effective and efficient support to the SECVA and DEPSECVA.
- **Administrations and Staff Offices:** The Department has three Administrations that provide for the delivery of services and benefits, seven Assistant Secretaries who advise and support the SECVA and the Administrations, and Staff Offices that provide specific assistance to the SECVA.

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



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

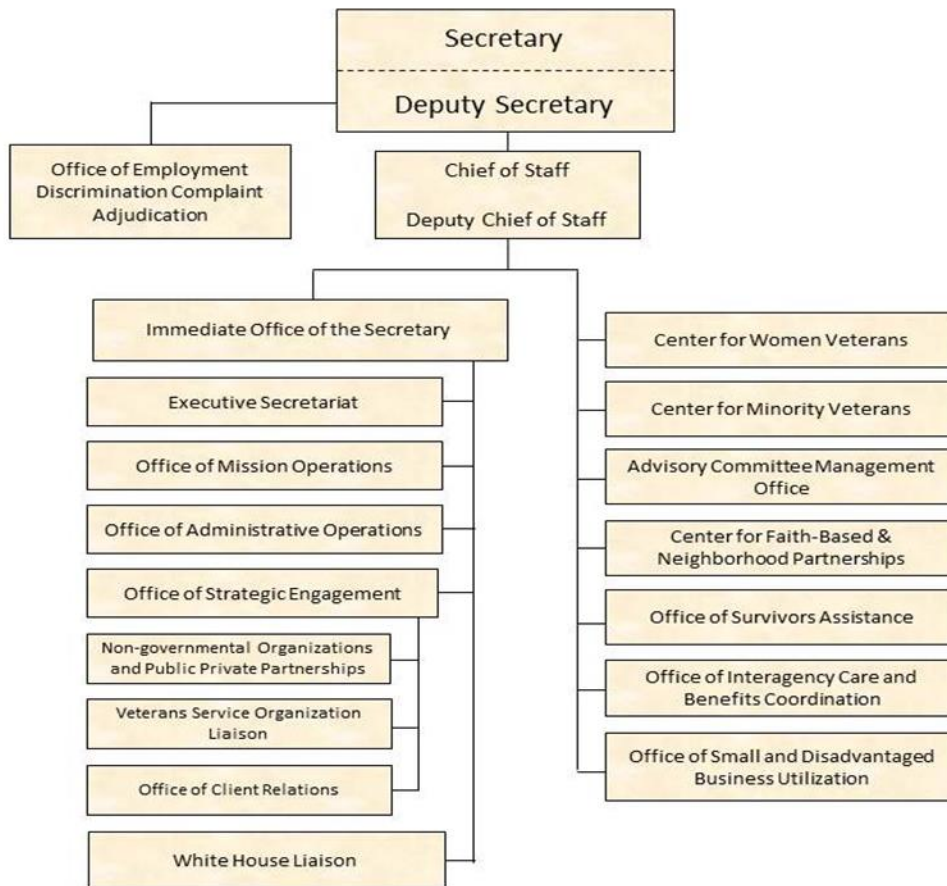
- The seven Assistant Secretaries serve as the principal staff advisors to the SECVA and DEPSECVA, and oversee or administer programs in their respective areas of responsibility.
- The **Assistant Secretary for Management** serves as the Chief Financial Officer (CFO) for the Department. As the CFO, the 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 (OPP)** 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 (OSP)** 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 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 (OHRA)** is responsible for providing VA-wide responsibilities to such programs as human resources management, diversity and inclusion, discrimination complaint resolution, labor-management relations, VA's Learning University, corporate senior executive management, and general administrative support (primarily services to VA Central Office). The Assistant Secretary serves as the Department's designated Agency Safety and Health Official and is responsible for administering the Occupational Safety and Health and Workers' Compensation programs. The Assistant Secretary also serves as the Department's Chief Human Capital Officer, advising and assisting the SECVA in carrying out VA's responsibilities for selecting, developing, training, and managing a high-quality workforce in accordance with merit systems principles.
- The **Assistant Secretary for Public Affairs (OPA)** 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 the Assistant Secretary for Public Affairs 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 (OCLA)** acts as principal advisor to SECVA and DEPSECVA concerning all legislative and congressional liaison matters. The Assistant Secretary has overall responsibility for the plans, policies, goals, and is responsible for directing the Office of Congressional and Legislative Affairs. The Assistant Secretary is the principal coordinator of VA's legislative program development and is responsible for ensuring Departmental compliance with congressionally mandated reports and for serving as the point-of-contact with the Government Accountability Office (GAO).

#### Authorities

38 USC Chapter 3

## Office of the Secretary of Veterans Affairs



### 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, the Executive Secretariat, senior advisors and several special focus centers and offices. Legal authority is vested, by 38 USC, in the SECVA, who generally may delegate it to other VA officials in order to carry out the Department’s missions.

The **Deputy Secretary for Veterans Affairs (DEPSECVA)** serves as the second in command and Chief Operating Officer for the Department. The DEPSECVA directs the policy and operations of the

Department and provides broad direction to the Department's Staff Offices, ensuring coordinated action and conformance with the Secretary's directives. 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 implementation of VA's Veteran Access, Choice and Accountability Act of 2014.

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

## Support Offices

### Office of Employment Discrimination Complaint Adjudication (OEDCA)

#### Overview

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

#### Functions and Activities

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

- Prepares and issues Department final decisions and final orders on the substantive merits of individual and class complaints of employment discrimination, and determines a prevailing party's entitlement to compensatory damages, equitable relief, and attorney fees.
- 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.
- Refers findings of discrimination to the Assistant Secretary for Human Resources and requests appropriate follow-up regarding disciplinary action.
- Conducts outreach across the Department and with principal Department stakeholders.
- Publishes an annual digest to explain findings of discrimination and offer best practices to avoid these types of instances.

## Authorities

PL 105-114

## Office of Small and Disadvantaged Business Utilization (OSDBU)

### Overview

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

### Functions and Activities

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

- Ensures businesses meet 38 CFR part 74 requirements and are eligible for designation as service-disabled Veteran-owned small businesses (SDVOSBs) and Veteran-owned small businesses (VOSBs).
- Maintains the Vendor Information Pages database of verified SDVOSBs and VOSBs.
- Provides acquisition support.
- Negotiates small business goals with the SBA and with VA component organizations, and recommends final goals to the SECVA and Senior Procurement Council.
- Reviews proposed acquisition strategies and makes recommendations to contracting officers on use of set asides to meet VA small business goals and comply with small business program requirements. Supports small business access to acquisition opportunities by providing access to VA's Forecast of Contracting Opportunities prepared by the Department's acquisition and program offices.
- Assists small businesses in resolving payment or other contracting issues with VA.
- Reviews subcontracting, makes recommendations to contracting officers to facilitate compliance with VA goals, and monitors performance.

Provides strategic outreach:

- Plans and implements the Direct Access Program, to include the National Veterans Small Business Engagement, to enable small businesses to gain access to VA procurement decision makers.
- Coordinates and participates in outreach events to small businesses that enable them to better understand how to do business with VA.
- Manages the Veteran Entrepreneur Portal to provide resource information to assist VOSBs.

- Provides VA contracting information and assistance to SDVOSBs, VOSBs and other small businesses.

#### Authorities

PL 95-507  
PL 106-50  
PL 108-183  
PL 109-461  
PL 110-389  
PL 111-275  
EO 13360  
38 CFR part 74

## 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, DEPSECVA, and COSVA. The Executive Secretariat employs executive writers who draft documents and review internal communications for signature by the SECVA, DEPSECVA, and COSVA.

#### Functions and Activities

- Serves as the principal staff-action control point for the Department on internal and external items, and directs/assigns all administrative taskings on behalf of the SECVA.
- Prepares and presents executive staff actions (responses to Members of Congress, 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.
- Collects, collates, coordinates analysis, and delivers read-ahead materials for SECVA, DEPSECVA, and COSVA for all events, meetings, and briefings that require them.
- Coordinates with other Federal agencies and departments on joint letters and memoranda.
- Provides records management as the Office of Record for all documents signed by the SECVA, DEPSECVA, and COSVA.
- Receives and processes all Freedom of Information Act (FOIA) and Privacy Act requests for the Office of the Secretary.

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

## Office of Mission Operations

### Overview

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

### Functions and Activities

- 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.
- Plans and coordinates special projects and emergency preparedness activities (e.g., Continuity of Operations Plan)

## Office of Administrative Operations

### Overview

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

### Functions and Activities

- Develops and manages the OSVA budget, to include authority to expend funds as delegated by the COSVA.
- Manages and maintains OSVA property, inventory, and expendable supplies.
- Provides Human Resources guidance and, through coordination with Veterans Affairs Central Office (VACO) Human Resources Services, provides personnel classification and staffing.
- Manages OSVA's acquisitions process to procure items and services that necessary for day-to-day operations of OSVA.
- Serves as the Equal Employment Opportunity Liaison for OSVA.

## 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. The Office of Strategic Engagement oversees the functions of the Non-Governmental Organization/Public-Private Partnerships (NGO/P3) Office, Veterans Service Organizations (VSO) Liaison, and the Office of Client Relations (OCS).

### 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. This includes communication and engagement with Veterans, employees, VSOs, NGOs, Congress, inter-governmental partners and media.

- Develops, synchronizes and coordinates Department communications and engagement strategies.
- Provides guidance and clearance on messaging and overall engagement 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 and Public-Private Partnerships (NGO/P3) Office*

#### Overview

The Non-Governmental Organization/Public-Private Partnerships (NGO/P3) 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/P3 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, goals, objectives, and strategies.
- 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.
- 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 Organizations (VSO) Liaison*

##### Overview

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

##### Functions and Activities

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

- Attends VSO conferences and national conventions.

- Communicates with Veterans concerning issues they feel strongly about...
- Attends VSO member's testimony on Veteran's issues to the House and Senate Veterans Affairs Committees.
- Supports Department leadership in their engagements with VSO and Veteran advocacy groups by developing pre-briefings and topic recommendations.

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

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

### *Office of Client Relations (OCR)*

#### Overview

The Office of Client Relations ensures that all incoming executive inquiries (emails, phone calls and special interest correspondence) from internal and external Clients (Veterans, VA employees, their family members, and external stakeholders) are documented, controlled, and monitored, to provide enterprise awareness and uniform responses in a timely and efficient manner.

#### Functions and Activities

The Director of Client Relations oversees client inquiries incoming to the Secretary's Office, to include the Offices of the Deputy Secretary and Chief of Staff, and coordinates control and ownership of such among the VA Administrations.

- Establishes control and oversight of all Client inquiries incoming to the Office of the Secretary.
- Ensures timely, uniform, and accurate responses from the VA Administrations.
- Develops streamlined standard operating procedures for handling of executive Client inquiries and processes for utilizing the ExecVA Contact Management Tracking System to maximize VA's efficiency in addressing Client concerns.
- Identifies and analyzes trends in client concerns for inter-Administration reporting, consultation, and advisement.

### 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.

### Special Staff Offices

#### Center for Women Veterans (CWV)

##### 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.

CWV manages VA's Women Veterans Program (WVP), which consists of designated leads from each VA Administration as well as leads from VA's Office of Public Affairs, Congressional and Legislative Affairs, and Policy and Planning the WVP monitors and provides coordination of VA's administration of health care, benefits services, and programs for women Veterans.

- Promotes and leads effective collaboration with representatives from the Department's Administrations (VHA, VBA, NCA, and Staff Offices) through the WVP to examine women Veterans' issues and synchronize activities to advocate full awareness of health care, benefits services, and programs for women Veterans.
  - Drafts and recommends effective VA policies, practices, programs, and related activities for women Veterans.
  - Ensures that health care, benefits services, and programs for women Veterans are part of VA's institutional consciousness.
  - Presents women Veterans' issues for inclusion in the Department's strategic plan.
  - Briefs Congress and Veterans Service Organizations (VSOs) on women Veterans' issues.
  - Educates State Women Veterans Coordinators and State Directors of Veterans' Affairs on VA's programs for women Veterans.

- Provides detailed information for women Veterans through participation in National conferences, meetings, outreach events and other forums that focus on female Servicemembers and women Veterans' issues.
- 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.
- Educates other VA outreach staff and academic institutions regarding women Veterans.
- Supports the development of ACWV's biennial report to the Secretary and coordinates VA's response to the report's recommendations.
- Develops partnerships with non-governmental organizations (e.g. UniteUS, Center for American Women and Politics) to further amplify programs and services provided by VA to women Veterans.
- Addresses nontraditional forums (e.g., National Association of Women Judges, DoD Senior Professional Women's Association, National Women Business Owners Corporation, Maya Angelou's Women's Health Summit, etc.) to educate them about women Veterans and help them explore ways to help women Veterans.
- Represents the Department in roundtable meetings and professional panels sponsored by advocates for women Veterans.

#### Authorities

38 USC, § 318

PL 103-446, § 509

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

## Center for Minority Veterans (CMV)

### 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), including site visits and Veterans Town Hall Meetings.
- Conducts outreach to communities with high-minority Veteran populations and minority-serving institutions.
- Consults with the key representatives from major Veteran Service Organizations, local agencies, and other Federal Agencies to increase outreach activities to designated minority Veteran groups.
- Conducts joint outreach with other VA Program Offices/Administrations.
- Provides training to MVPC representatives from each VA Administration based on an analysis of best practices and areas for possible improvement.
- Collaborates with the Center for Faith Based and Community Partnerships to conduct outreach programs to faith based organizations.
- Publicize the results of medical research that is of particular significance to minority Veterans.
- Connects external minority stakeholders with VA internal stakeholders.
- Coordinates outreach 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 (ACMO)

#### 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 (CFBNP)

### Overview

To develop partnerships with, provide relevant information to, and expand participation of faith-based, nonprofit, and community/neighborhood organizations in VA programs in order to better serve the needs of Veterans, their families, Survivors, caregivers, and other beneficiaries.

### Functions and Activities

The CFBNP will establish and cultivate relationships with diverse faith and nonprofit organizations working with diverse faith and nonprofit organizations as collaborative partners to meet the needs of and support our Veterans, *their families, Survivors, caregivers, and other beneficiaries*.

- Participates in events convened or co-hosted by the White House Office of Faith-based and Neighborhood Partnerships (WH OFBNP).
- Works collaboratively with other Federal agency Faith-based Centers to convene and co-host conference calls and events.
- Hosts quarterly conference calls for Listserv members to provide information that will assist in their work with Veterans, their families, Survivors, caregivers, and other beneficiaries.
- Convenes and facilitates workshops and break-out sessions at local, regional and national denominational conferences utilizing local and regional VA staff from VBA, VHA, and NCA.
- Co-hosts VA Regional Outreach Events in partnership with VBA Benefits Assistance Service (BAS) and the Regional Office of the host city. The VA Regional Outreach Event provides information about the programs and services VA provides for Veterans. It also encourages collaboration among attendees and provides them with local VA contacts for future engagement.

### Authorities

EO 13342

EO 13199

## Office of Survivors Assistance (OSA)

### Overview

Office of Survivors Assistance 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

## Interagency Care and Benefits Coordination (ICBC)

### Overview

The Office 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 Service members, Veterans, and their families with access to care, services, and benefits.

### Functions and Activities

- Administratively supports the DoD/VA Joint Executive Committee's chartered Interagency Care Coordination Committee (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.

- Supports outreach and engagement efforts to leverage public and private resources and capabilities at the national and local levels to improve Veteran outcomes.
- 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. This tool will also support the interoperable Interagency Comprehensive Plan (ICP) which will be used by care coordinators throughout VA and DoD.
- Supports Federal Recovery Coordinators (FRC) 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 coordinates among multiple staffs and elements engaged in the program, to include:

- VHA and VBA leaders and staff.
- Office of the Secretary of Defense (OSD) 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 OEF/OIF/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.



## Office of Inspector General (OIG)

### Overview

The Office of Inspector General 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

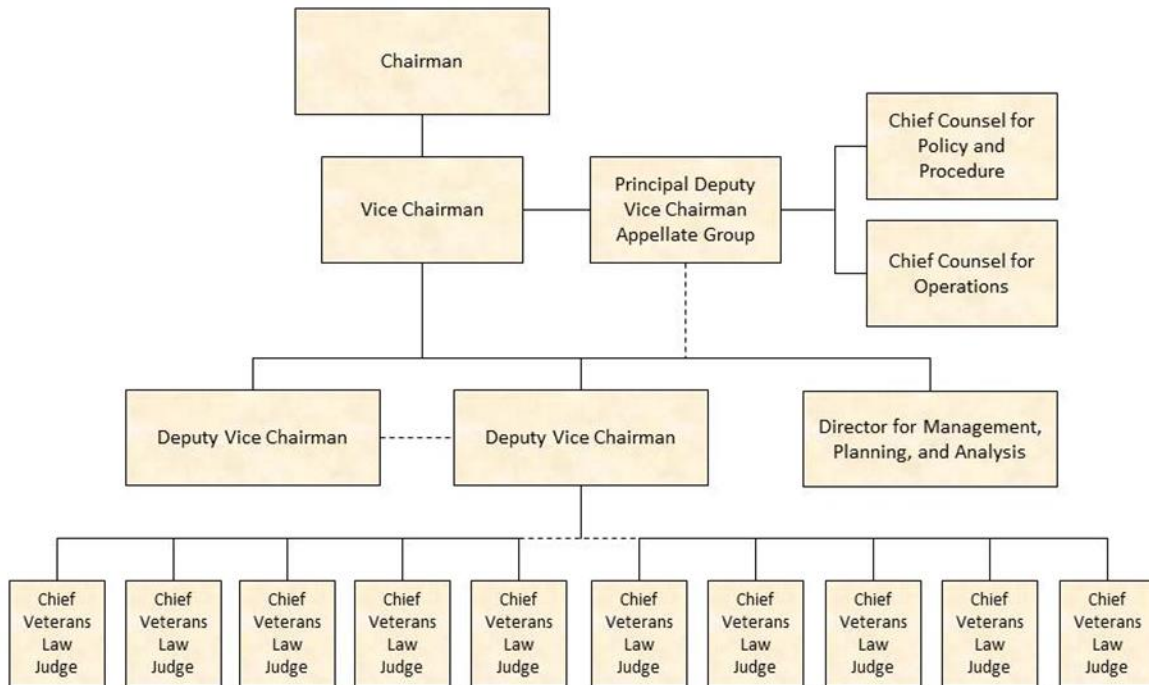
PL 95-452

PL 100-322

PL 100-504

PL 110-409

## Board of Veterans' Appeals (Board)



### 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 (MPA); and an Office of VLJs.

The Board has jurisdiction over appeals arising from the Department's regional offices, medical centers, National Cemetery Administration (NCA), and Office of General Counsel (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.

### Functions and Activities

- Resolves appeals claims and/or remands issues for further development.
- Conducts Travel Board, Video Teleconference, and Central Office appellate hearings for appellants.

## Office of the Chairman/Appellate Group

### Overview

The Office of the Chairman consists of a Chairman and a Vice Chairman (Senior Executive Service (SES)/VLJ)). The Chairman is appointed by the President, by and with the advice and consent of the Senate, for a term of 6 years, and is directly responsible to the Secretary. The Vice Chairman is a Member of the Board who is designated by the Secretary. The Board's Appellate Group consists of a Principal Deputy Vice Chairman (SES/VLJ), a Chief Counsel for Policy and Procedure (Senior Level (SL)), and a Chief Counsel for Operations (SL). 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 the Freedom of Information Act (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. MPA also has a call center based in Wilkes-Barre, Pennsylvania.

### 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 VLJs

### Overview

The OVLJ consists of two Deputy Vice Chairmen (DVC) (SES/VLJ), 10 Chief VLJs, up to 78 VLJs, and approximately 440 attorneys who prepare tentative written decisions for review and signature by a VLJ. VLJs are appointed by the Secretary, with the approval of the President, based upon recommendations of the Chairman.

### Functions and Activities

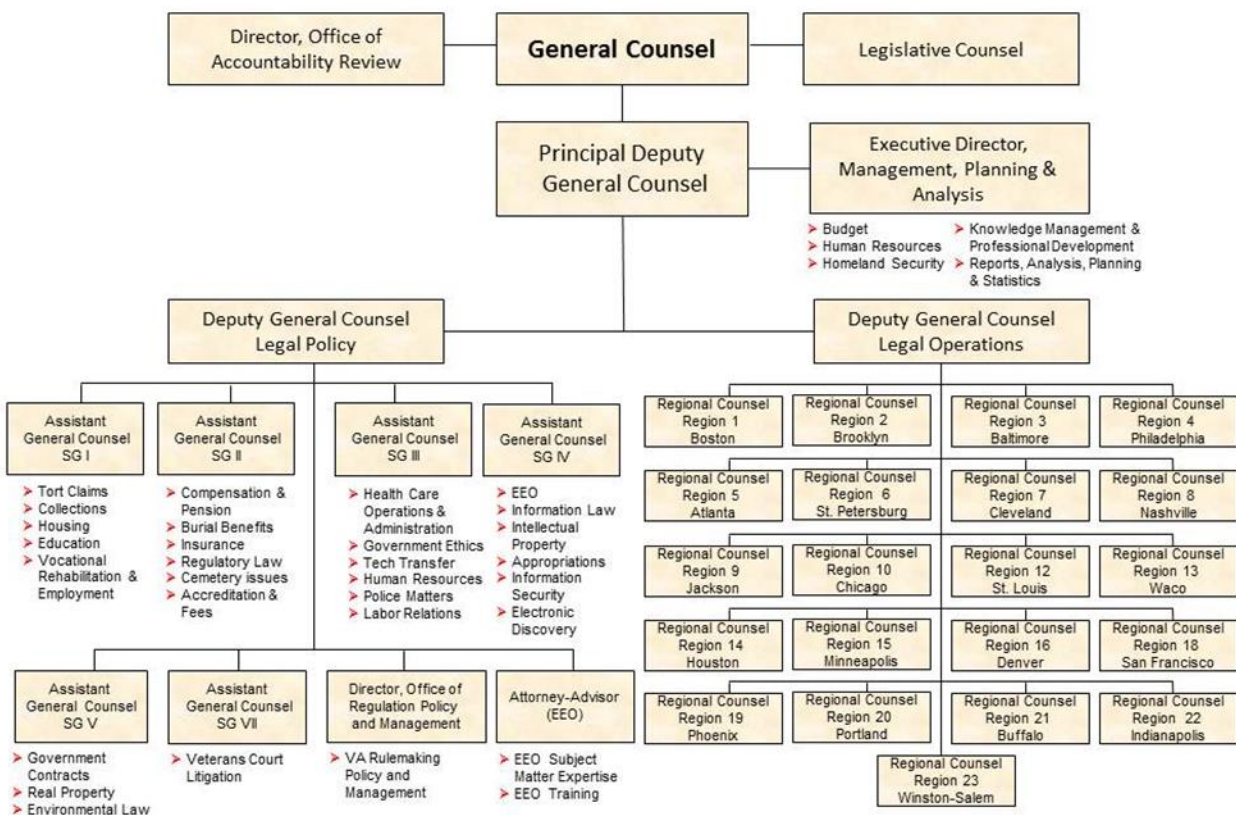
Produces timely and accurate appellate decisions for Veterans and other appellants in appeals from regional offices and other parts of the Department responsible for the initial adjudication of benefit claims.

- 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 U.S.C. Chapter 71  
38 CFR Parts 19 and 20

## 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.

### Overview

The General Counsel, the Principal Deputy General Counsel, and the two Deputy General Councils, for Legal Policy and Legal Operations, 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 21 Regional Council offices, each headed by a Regional Counsel. Each SG component has specialized experience in specific legal subject matter areas. OGC’s internal administrative functions are led by the Executive Director, Management Planning & Analysis.

The General Counsel, the Principal Deputy General Counsel, and the Deputy General Council for Legal Policy provide legal guidance to the SECVA on draft bills and legislative testimony for presentation to Congress, and attorneys in the appropriate SGs 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.

## 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. The Deputy General Counsel for Legal Policy oversees and coordinates the activities of the six staff groups and the Office of Regulation Policy and Management. Outside of VACO, the OGC's legal services around the country are carried out by 21 Regional Counsel Offices, each headed by a Regional Counsel. The Deputy General Counsel for Legal Operations oversees and coordinates the activities of the Regional Counsels offices.

### 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 and under the direction of the Deputy General Counsel for Legal Policy. 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 in SG VII directly represent the SECVA in all cases litigated 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 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 and administrative personnel 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 21 Regional Counsel offices. The Regional Counsels, located in regional offices nationwide, are under the supervision of the Deputy General Counsel for Legal Operations. 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 local activities of the loan guaranty program.

## Office of Accountability Review

### Overview

The Office of Accountability Review (OAR) was officially established by the Secretary of the Department of Veterans Affairs on February 8, 2015. The Office was chartered to expedite the Department's leadership accountability reset. In addition to addressing senior leader accountability for scheduling and access improprieties, OAR reviews and investigates allegations of misconduct and lack of oversight by senior leaders throughout the Department and further ensures leadership accountability actions are applied consistently across the Department.

OAR is comprised of a Director and Deputy Director (both SES) and 24 full-time and virtual employees under the direction of Director Operations, Director Risk and Compliance Oversight, and Director Employee Relations. Additional augmentation and support is provided by VA employee details and re-employed annuitants with specialized skills.

### Functions and Activities

- Organizationally aligned within the Office of General Counsel, its Director reports directly to the General Counsel and the Deputy Secretary.

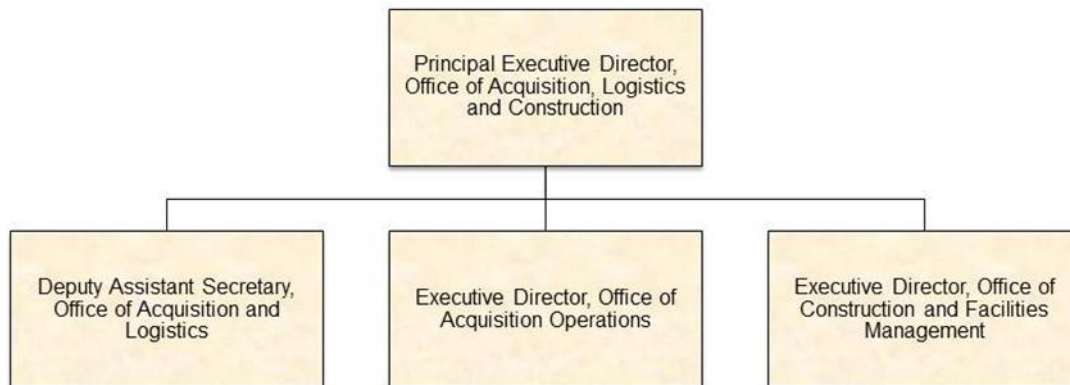


- Investigates leadership accountability when the VA Office of Inspector General (OIG) has substantiated patient-scheduling improprieties at a VA facility. Ensures scheduling practices are proper and well-managed across the Department.
- Tracks employee discipline taken throughout VA to ensure penalties are appropriate and consistent for comparable behavior.
- Through consistent investigative practices and procedures, OAR determines whether allegations can be substantiated and whether discipline should be proposed.
- Provides enterprise-wide Congressional response, oversight, and trend analysis capabilities with respect to whistleblower disclosures, whistleblower retaliation, and employee discipline.

### Legislative Counsel

A new position-- "Legislative Counsel" --was recently established in OGC to deal with the surge of Congressional oversight requests for information maintained in an array of official VA records (e.g., Veteran health records and disability claims files). The Legislative Counsel, in coordination with the VA Office of Congressional and Legislative Affairs, is responsible for preparing VA's responses to such Congressional oversight requests. By design, these responses must balance the oversight interest of Congress against the Executive Branch interest in safeguarding certain sensitive personal information in Federal records

## Office of Acquisition, Logistics and Construction



### Office of the Principal Executive Director (003)

#### Overview

Provide a full range of innovative, cost-effective business solutions, and responsible services tailored to meet the ongoing and emerging needs of our customers in their support of America's Veterans and their families. For more information, please visit <http://www.va.gov/oalc/>.

#### Functions and Activities

Establishes and oversees enterprise acquisition policy, processes, and education. Also serves as Chairman of the VA Acquisition Executive Council.

- Is 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 the General Services Administration (GSA) to establish and maintain Federal Supply Schedules for health care system, commodities, and equipment.
- Establishes performance measures for the agencies acquisition programs.
- Develops and oversees acquisition operations for the Department.
- Serves as the primary advisor to the Deputy Secretary on acquisition operation related items.

- Oversees the formulation of plans and acquisition strategies.
- Ensures the provision of acquisition services to the Department. Serves as Chairman of the VA Supply Fund Board.

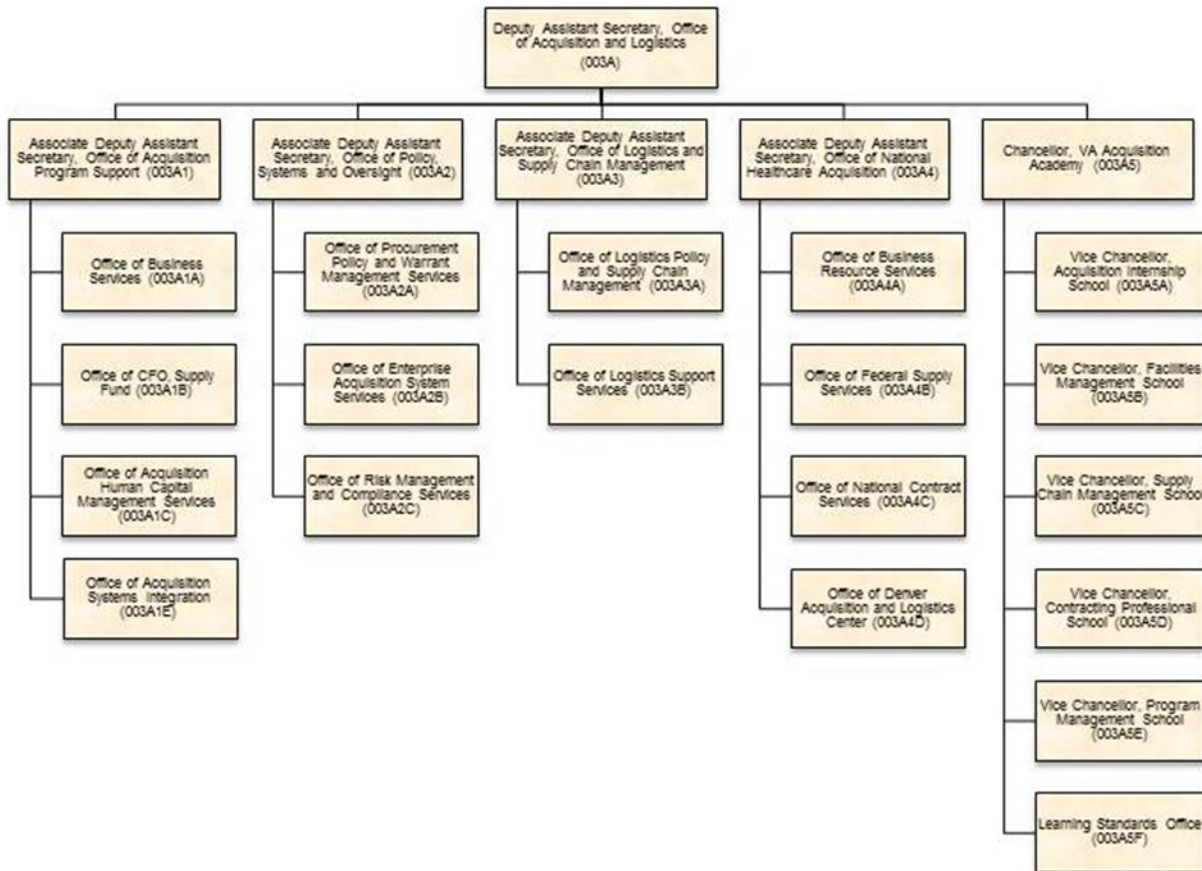
Develops and oversees VA's major construction program and leasing activities.

- 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 policies 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

Provide acquisition and logistics solutions to meet the needs of our customers in support of America's Veterans and their families. For more information, please visit <http://www.va.gov/oal/>.

## Functions and Activities

Responsible for the Department's acquisition and logistics policy development and enforcement functions:

- Serves as the Senior Procurement Executive (SPE) for the Department.
- Serves as the primary advisor to the Chief Acquisition Officer (CAO) and 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

Manages Business Services functions comprising two divisions: Human Resources Liaison (HRL) and Operations Support (OS).

### Functions and Activities

- Responsible for providing an array of human resources services including advice, guidance, and processing, in conjunction with 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

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 five 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

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. For more information, please visit <http://www.va.gov/oal/about/pps.asp>

### Functions and Activities

- Formulates, reviews, and implements VA Acquisition Regulations, which supplements the FAR.

Manages the Contracting Officer Warranting Program:

- Coordinates the issuance of warrants through the Departments Senior Procurement Executive.
- Reviews and processes Contracting Officer warrants for the Department.

### *Office of Enterprise Acquisition System Services (003A2B)*

#### Overview

Directs the development, deployment, and maintenance of enterprise automated systems including the Electronic Contract Management System.

### Functions and Activities

- Develops and maintains acquisition enterprise-level automated business systems.
- Integrates business systems with other corporate systems such as financial management systems and conducts operational performance assessments.

### *Office of Risk Management and Compliance Service (003A2C)*

#### Overview

Develops and implements procurement and risk management, quality assurance, and compliance activities. For more information, please visit <http://www.va.gov/oal/business/debarmentsuspension.asp>.

### Functions and Activities

- Monitors operational performance to ensure goals and priorities are met and program activities are controlled.
- Collects data to support internal measurement and assessment programs, and prepares reports for the OMB and Congress.
- Manages the OMB Circular A-123 program 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

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 the Office of Federal Procurement Policy sponsored government-wide Commodity Management Leadership Council. Serves as a principal advisor to various internal Department management councils such as the Acquisition Executive Council and the Senior Procurement Council.
- 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; 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 Office (OLSCM) (003A3A)*

### Overview

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

Provides specified logistics support services.

### Functions and Activities

- Develops printing and publication policy and guidance.
- Provides a wide range of publications services to VA customers, including duplication and distribution services, design services and preparation of detailed specifications for printed material.
- Manages and develops procedures for Departmental freight management, household goods 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

---

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

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)

## Office of National Acquisition Center (NAC) (003A4)

### Overview

NAC is self-sustaining, revenue generating organization for VA's Supply Fund. With a staff of 291 employees, and locations in Hines, Illinois and Golden, Colorado, NAC is responsible for the establishment and administration of various national healthcare-related acquisition and logistics programs, which serve and benefit VA, our Veterans, and other Government agencies.

NAC has over 2,000 active contract vehicles, providing over 1 million line items and choices, with total contract values in excess of \$10 Billion annually in place encompassing commodities and services such as pharmaceuticals; medical/surgical supplies and equipment; high tech medical systems; dental supplies and equipment; prosthetic/orthotic devices; clinical analyzers; telehealth devices; diagnostic test kits and sets; professional and allied healthcare services; reference labs; just-in-time distribution programs; drug repackaging; patient centered community care; dialysis services; batteries; and hearing aid repairs.

NAC works collaboratively with its customers and stakeholders to design quality, cost-effective acquisition programs and contract vehicles, which meet or exceed the customers' needs. NAC is comprised of four Service elements: Business Resource Service, Federal Supply Schedule Service, and National Contract Service located in Hines, Illinois, and the Denver Acquisition and Logistics Center located in Golden, Colorado. for more information, please visit [www.va.gov/nac](http://www.va.gov/nac), or [www.va.gov/oal/about/nac.asp](http://www.va.gov/oal/about/nac.asp), or send email to [nac@va.gov](mailto:nac@va.gov)

### Functions and Activities

Provides leadership, direction and operational oversight for its programs, the facility and staff. Develops and oversees national health care-related acquisition programs for VA and other Government agencies.

- Leads as the organization's Head of Contracting Activity and Competition Advocate.
- Develops and administers strategic business plan for the organization.
- Develops and maintains collaborative partnerships through outreach to and involvement of stakeholders, customers, and industry partners.
- Develops and leads a professional acquisition staff.
- 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

Responsible for the day-to-day operations of the facility. Also provides facility management contracting for the building and contingency contracting support and assistance to VA, other Federal and state customers responding to natural and man-made disasters. For more information, please visit

<http://www.va.gov/oal/about/nacBrs.asp>

#### Functions and Activities

- Provides oversight and management of resources, space, budget, travel, training, and policies for the organization.
- Manages data warehouse tool and reporting related to programs, resources, metrics, accuracy, and compliances including NAC's robust Contract Catalog search tool. For more information, please visit <http://www.va.gov/nac/>.
- Responsible for government information related to FOIA, Privacy Act and electronic records management.
- Provides technical reviews of acquisition documents, solicitations, and contracts.
- Provides acquisition support and assistance to VA's Security and Preparedness, Office of Emergency Management, CDC's Strategic National Stockpile Program.

### *Office of Federal Supply Schedule Services (003A4B)*

#### Overview

Manages and administers GSA-delegated Federal Supply Schedule program encompassing healthcare-related products and services, which are used by VA, other Government agencies, State Veterans Homes, state/city/local government, and other entities approved by Congress. For more information, please visit

<http://www.fss.va.gov>

### Functions and Activities

- Establishes and administers VA's Federal Supply Schedule Program.
- Responsible for nine Federal Supply Schedules.
- Reviews, negotiates, and awards new contracts daily.
- Administers daily over 1,800 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

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. For more information, please visit <http://www.va.gov/oal/about/nacNcs.asp>

### Functions and Activities

- Collaboratively partners with stakeholders and customers to develop and award cost-effective acquisition vehicles.
- Leverages various customers' requirements to achieve best pricing, terms and conditions for all users.
- Establishes and awards national contract, national blanket agreements against the FSS and blanket ordering agreements with AbilityOne firms in support of VA, and other Federal agencies.
- Awards and administers prime vendor distribution (just-in-time) programs for pharmaceuticals, 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

Provides acquisition and logistics support primarily to VHA and our Veterans through the award, administration and delivery of prosthetic/orthotic products and services. For more information, please visit <http://www.va.gov/oal/about/dalc.asp>.

#### Functions and Activities

- Awards and administers contracts for prosthetic, orthotic, and other medical devices (hearing aids, assistive listening devices, orthotic items, 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

### VA Acquisition Academy (VAAA) (003A5)

#### Overview

Provides learning opportunities to prepare, enable, and inspire a competent, certified (where applicable), qualified, and higher performing workforce for an acquisition function which delivers timely, best value solutions to serve Veterans and their families. The VAAA is located in Frederick, Maryland. For more information, please visit <http://www.acquisitionacademy.va.gov>.

#### Functions and Activities

Oversees all VAAA schools and Office of Enterprise Shared Services:

- Leads and coordinates development and execution of overall VAAA Strategy, aligned with the VA mission.
- Operates the VAAA Planning, Programming, Budgeting, and Execution process for VAAA enterprise.
- Obtains appropriate levels of funding, personnel, and physical resources.
- Performs contract portfolio management, financial management, administration, and oversight.
- Aligns talent development progression with acquisition career progression, professional certifications, and projected workforce needs.
- Works in close collaboration with the Office of Acquisition Program Support to ensure that the VAAA offerings are fully synchronized with current and emerging acquisition workforce needs.
- Oversees VAAA enterprise customer service, customer satisfaction, and mission impact assessment and improvement.
- Builds and maintains strategic collaborative stakeholder partnerships with counterparts across OALC and OAL with OHRA and OPP, and with other Government agencies including Office of Management and Budget (OMB), Office of Federal Procurement Policy (OFPP), OMB Office of Personnel Management (OPM), General Services Administration (GSA), and Federal Acquisition Institute (FAI).
- Provides program management office resources and services for VAAA enterprise.

#### *Office of Acquisition Internship School (AIS) (003A5A)*

##### Overview

Develops and delivers learning solutions for specially selected cohorts within the contracting component of the acquisition workforce to prepare, enable, and inspire, competent, certified, qualified, and higher performing acquisition professionals, to provide timely, best value solutions to serve Veterans and their families.

##### Functions and Activities

- Engages stakeholders to manage stakeholder requirements and ensure that learning solutions align with policy, mandates, and acquisition workforce strategy, incorporate best practices and agency-specific case studies, and efficiently meet the mission performance needs of students and the stakeholders they serve.
- Establishes learning solutions strategy and curriculum to address current and emerging requirements, blending academic rigor, best practices, and real-world experiences.
- Develops and refreshes learning solutions to efficiently meet established requirements, incorporating VA-specific case studies where relevant to objectives.

- Delivers learning solutions in accordance with instructional design and VAAA quality standards, including:
  - Warriors to Workforce (W2W) intern program to train and educate wounded Veterans as either a contract specialist or program manager.
  - Targeted learning interventions.
  - Holistic, cohort-based, internship satisfying Federal Acquisition Certification in Contracting (FAC-C) training requirements.
  - Applied acquisition management and leadership skills training.
- Conducts standardized assessments of learner, instructor, and learning solutions effectiveness in accordance with established VAAA standards and best practices.
- Builds and maintains collaborative stakeholder partnerships with VHA, NCA, VBA, CFM, OHRA, OPM, educational partners, and VA Acquisition Internship Program / W2W Sponsors, and others.

### *Office of Facilities Management School (003A5B)*

#### Overview

Develops and delivers learning solutions for the Facilities Management component of the acquisition workforce to prepare, enable, and inspire competent, qualified, and higher performing acquisition professionals to cost effectively construct, operate, and manage facilities to provide timely, best value solutions to serve Veterans and their families.

#### Functions and Activities

- Engages stakeholders to manage stakeholder requirements and ensure that learning solutions align with policy, mandates, and acquisition workforce strategy, incorporate best practices, and agency-specific case studies, and efficiently meet the mission performance needs of students and the stakeholders they serve.
- Establishes learning solutions strategy and curriculum to address current and emerging requirements, blending academic rigor, best practices, and real-world experiences.
- Develops and refreshes learning solutions to efficiently meet established requirements, incorporating VA-specific case studies where relevant to objectives.
- Delivers leaning solutions in accordance with instructional design and VAAA quality standards, including:
  - Competency-based facilities management training, compliant with the Federal Buildings Personnel Training Act.
  - Elective opportunities for continuous learning with approved CLPs, relevant to acquisition certifications and professions.

- Conducts standardized assessments of learner, instructor, and learning solutions effectiveness in accordance with established VAAA standards and best practices.
- Builds and maintains collaborative stakeholder partnerships with CFM, GSA, OPM, the Facilities Management Governing Board and others.

### *Office of Supply Chain Management School (003A5C)*

#### Overview

Develops and delivers learning solutions for the Supply Chain Management and Logistics component of the acquisition workforce to prepare, enable, and inspire competent, qualified, and higher performing acquisition professionals to improve supply chain performance and management at all levels to provide timely, best value solutions to serve Veterans and their families.

#### Functions and Activities

- Engages stakeholders to manage stakeholder requirements and ensure that learning solutions align with policy, mandates, and acquisition workforce strategy, incorporate best practices and agency-specific case studies, and efficiently meet the mission performance needs of students and the stakeholders they serve.
- Establishes learning solutions strategy and curriculum to address current and emerging requirements, blending academic rigor, best practices, and real-world experiences.
- Develops and refreshes learning solutions to efficiently meet established requirements, incorporating VA-specific case studies where relevant to objectives.
- Delivers learning solutions in accordance with instruction, design and VAAA quality standards, including:
- Competency-based Supply Chain Management training.
- Elective opportunities for continuous learning with approved continuous learning points (CLPs), relevant to acquisition certifications and professions.
- Conducts standardized assessments of learner, instructor, and learning solutions effectiveness in accordance with established VAAA standards and best practices.
- Builds and maintains collaborative stakeholder partnerships with OLSCM and others.

### *Office of Contracting Professional School (003A5D)*

#### Overview

Develops and delivers learning solutions for the contracting/procurement component of the acquisition workforce to prepare, enable, and inspire competent, certified, qualified, and higher performing acquisition professionals, to provide timely, best value solutions to serve Veterans and their families.

### Functions and Activities

- Engages stakeholders to manage stake holder requirements and ensure that learning solutions align with policy, mandates, and acquisition workforce strategy, incorporate best practices and agency-specific case studies, and efficiently meet the mission performance needs of students and the stakeholders they serve.
- Establishes learning solutions strategy and curriculum to address current and emerging requirements, blending academic rigor, best practices, and real-world experiences.
- Develops and refreshes learning solutions to efficiently meet established requirements, incorporating VA-specific case studies where relevant to objectives.
- Delivers learning solutions in accordance with instructional design and VAAA quality standards, including:
  - Competency-based core curriculum courses satisfying FAC-C training requirements.
  - Competency-based core curriculum cohorts program training satisfying FAC-C training requirements.
  - Applied acquisition management and leadership skills training.
  - Elective opportunities for continuous learning with approved CLPs, relevant to acquisition certifications and professions.
- Conducts standardized assessments of learner, instructor, and learning solutions effectiveness in accordance with established VAAA standards and best practices.
- Builds and maintains collaborative stakeholder partnerships with OFPP, FAI, and others.

### *Office of Program Management School (003A5E)*

#### Overview

Develops and delivers learning solutions for the Project/Program Management (P/PM) and Contracting Officer's Representative (COR) components of the acquisition workforce to prepare, enable, and inspire competent, certified, qualified, and higher performing acquisition professionals to manage projects, programs, and resources to provide timely, best value solutions to serve Veterans and their families.

### Functions and Activities

- Develops and refreshes learning solutions to efficiently meet established requirements, incorporating VA-specific case studies where relevant to objectives.
- Delivers learning solutions in accordance with instructional design and VAAA quality standards, including:
  - Competency-based, core curriculum courses satisfying Federal Acquisition Certifications for Program/Project Management (FAC-P/PM), Contracting Officer's Representative (FAC-COR) training requirements, and FAC-P/PM Core Plus IT training requirements.

- Facilitated applied workshops for acquisition teams to address programmatic-specific needs throughout the program life cycle.
  - Performance excellence/interdisciplinary skill development training.
  - Holistic, cohort-based, fellows training satisfying Federal Acquisition Certification in Project/Program Management (FAC-P/PM) training requirements.
  - Assistance in development of student post-training action plans to ensure immediate mission impact, and progress toward establishing a program/project management culture in VA.
  - Applied acquisition management and leadership skills training
  - Elective opportunities for continuous learning with approved CLPs, relevant to acquisition certifications and professions.
- Conducts standardized assessments of learner, instructor, and learning solutions effectiveness in accordance with established VAAA standards and best practices.
  - Builds and maintain collaborative stakeholder partnerships with VALU, OIT, VHA, CFM, OFPP, FAI, and others.
  - Engages stakeholders to manage stakeholder requirements and ensure that learning solutions align with policy, mandates, and acquisition workforce strategy, incorporate best practices, and agency-specific case studies, and efficiently meet the mission performance needs of students and the stakeholders they serve.
  - Establishes learning solutions strategy and curriculum to address current and emerging requirements, blending academic rigor, best practices, and real-world experiences.
  - Leads VAAA enterprise organizational change and strategic communications efforts.
  - Coordinates all VAAA public affairs and marketing/outreach activities.
  - Coordinates correspondence management for VAAA enterprise.
  - Leads VAAA employee engagement, development, and welfare programs.
  - Represents VAAA at meetings of Acquisition Executive Council, Senior Procurement Council, and other key acquisition and workforce development governing bodies.

#### [Office of Enterprise Shared Services \(003A5F\)](#)

##### Overview

The Office of Enterprise Shared Services provides academic, administrative, and logistical support services to the VAAA enterprise to improve overall efficiency and effectiveness in meeting the VAAA and VA missions.

### Functions and Activities

- Coordinates collection and reporting of standardized strategic and operational metrics for VAAA enterprise.
- Operates capable and secure facilities and infrastructure.
- Coordinates stakeholder engagement process for requirements management for VAAA enterprise.
- Coordinates annual learning solutions planning process for VAAA enterprise.
- Establishes standardized instructional systems design methodologies/strategies.
- Provides logistical support services to students and schools.
- Provides student registration services.
- Establishes standardized customer service strategies for VAAA enterprise.
- Builds and maintains collaborative stakeholder partnerships with VALU, EAS, OHRA, OIT, and others.
- Coordinates accreditation activities for VAAA enterprise.
- Provides administrative support services for human resources, and other VAAA operations.

### Authorities

Services Acquisition Reform Act of 2003 (SARA)

Office of Federal Procurement Policy (OFPP) Policy Letter 05-01, Developing and Managing the Acquisition Workforce dated April 15, 2005

OMB Memorandum, The Federal Acquisition Certification in Contracting Program, dated January 20, 2006

OMB Memorandum, Revisions to the Federal Acquisition Certification in Contracting (FAC-c), dated May 7, 2014

OMB Memorandum, The Federal Acquisition Certification for Contracting Officer Technical Representatives, dated Nov. 26, 2007 (FAC-COR)

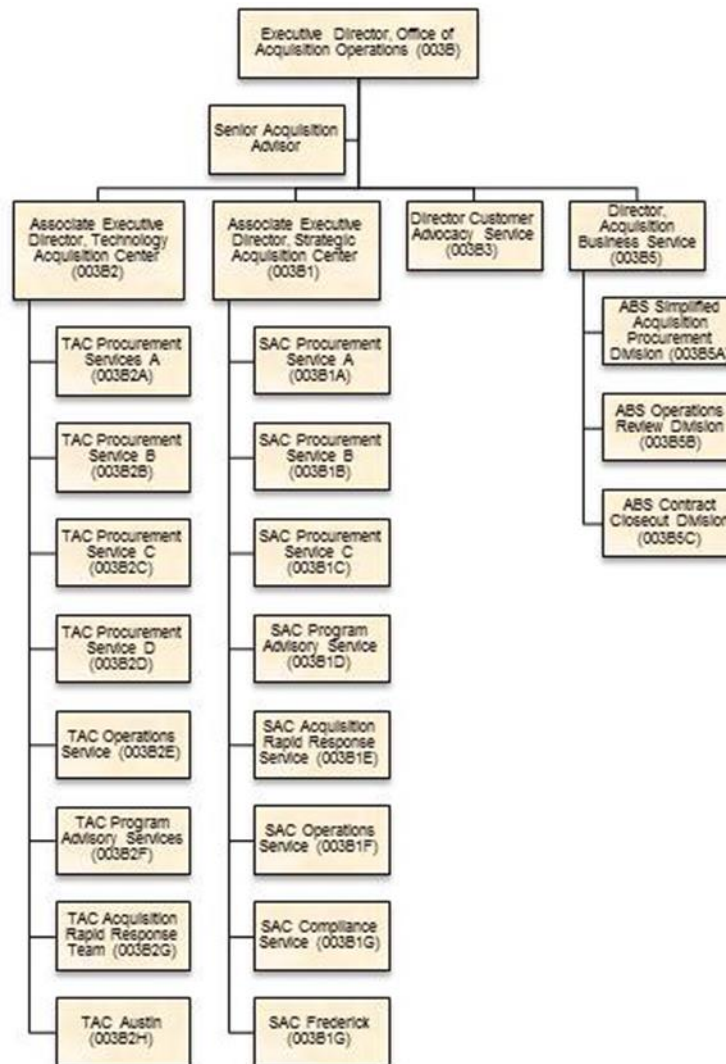
OMB Memorandum, The Federal Acquisition Certification for Program and Project Managers, dated April 25, 2007 (FAC-P/PM)

OMB Memorandum, Revisions to the Federal Acquisition Certification for Program and Project Managers (FAC-P/PM), dated December 16, 2013

OMB Memorandum, Revisions to the Federal Acquisition Certification for Contracting Representatives (FAC-COR), dated September 11, 2011

Public Law 111-308, The Federal Buildings Personnel Training Act of 2010

## Office of Acquisition Operations (OAO) (003B)



## Overview

The Office of Acquisition Operations enables our customers to provide best value solutions to Veterans and their families. For more information, please visit <http://www.va.gov/officeofacquisitionoperations>.

## Functions and Activities

The Executive Director of the Office of Acquisition Operations (OAO) is one of the VA official “heads of the contracting activity” (HCA) for the Office of the Secretary and VACO staff organizations, including OM, OHRA, and OIT and directs acquisition, contracting, and contract administration. OAO has support offices in the following locations: Washington, D.C.; Eatontown, New Jersey; Austin, Texas; Fredericksburg, Virginia; and Frederick, Maryland.

- 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 (SAC) (003B1)

#### Overview

Provide highly-complex strategic sourcing and enterprise-wide, non-IT acquisition solutions for the provision of benefits and medical care to the Nation's Veterans. The SAC is located in Fredericksburg, Virginia and Frederick, Maryland.

#### 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 Agency's program goals and objectives, and contract requirements.

Formulates and recommends acquisition operations guidance, Plans, and strategies in support of SAC, OAO and Agency 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 (SAC) Procurement Services A, B, C and SAC-Frederick*

#### Overview

The SAC's Procurement Services are responsible for performing cradle to grave support for VA's non-IT acquisitions.

#### Functions and Activities

- Executes high-dollar, highly-complex procurement of supplies, equipment and services throughout VA.
- Develops and facilitates all pre-award, administration, and post-award procurement actions.
- Prepares appropriate packages and documents for all acquisitions that meet the threshold of the Contract Review Board process.
- Executes non-field Interagency Agreements and Advisory and Assistance Contracts.

- Conducts market research analysis, identifies product sources, establishes partnerships, and maintains positive relationships with customers and vendors in support of VA's mission requirements.
- Provides comprehensive training to customer organizations.
- Collaborates with customers to develop acquisition strategies and timelines for all acquisitions, as appropriate.
- Prepares acquisition packages and correspondence for HCA review and approval.

#### 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 (SAC) Program Advisory Service*

#### Overview

The SAC Program Advisory Service (PAS) provides post-award support to VA's program offices for non-IT acquisitions.

#### Functions and Activities

- Provides cost, schedule, and performance expertise on critical Department programs.
- Coordinates post-award procurement actions.
- Provides comprehensive training to customer organizations.
- Ensures awarded procurement actions meet and exceed performance measures in accordance with Agency'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 (SAC) Acquisition Rapid Response Service*

#### Overview

The SAC Acquisition Rapid Response Service (ARRS) provides pre-award support to VA's program offices for non-IT acquisitions.

#### Functions and Activities

- Provides expert advice and acquisition requirement package development services to VA's non-IT program offices.
- Collaborates and coordinates development of pre-acquisition market analyses, market forecasts, product sources, government cost estimates, and applicable requirements documents and justifications.
- Provides comprehensive training to VA program offices.

#### 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 (SAC) Compliance Service*

#### Overview

The SAC Compliance Service provides quality control reviews to ensure policy adherence, performance measurements, and risk mitigation for all SAC acquisitions.

#### Functions and Activities

- Conducts quality control and compliance reviews to assure the OAO acquisition program is managed in accordance with procurement policy, regulations, and generally accepted criteria within the Federal Government.
- Prepares all SAC acquisitions that meet the threshold for Contract Review Board process and utilize Integrated Product Teams.
- Assists contracting staff to ensure electronic and physical procurement files contain required documentation.
- Conducts internal contract performance reviews and audits.
- Collaborates with SAC Program Advisory Service to ensure SAC procurement actions meet and exceed performance measures in accordance with the Agency's program goals and objectives, and contract requirements.

- Prepares procurement data reports for senior acquisition official's analysis and acquisition strategy development to leverage SAC and VA buying power.

#### 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 (TAC) (003B2)

#### Overview

Provide 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). The TAC is located in Eatontown, New Jersey and Austin, Texas.

#### 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 Agency.
- 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 Agency's program goals and objectives, and contract requirements.

Formulates and recommends acquisition operations guidance, plans, and strategies in support of TAC, OAO and Agency 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.
- 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 (TAC) Procurement Services A, B, C, D and TAC-Austin*

#### Overview

The TAC's Procurement Services are responsible for performing cradle to grave support for VA's IT acquisitions.

#### Functions and Activities

- Executes high-dollar, highly-complex procurement of supplies, equipment and services throughout VA.
- Develops and facilitates all pre-award, administration, and post-award procurement actions.
- Prepares appropriate packages and documents for all acquisitions that meet the threshold of the Contract Review Board process.
- Executes non-field Interagency Agreements and Advisory and Assistance Contracts.
- Conducts market research analysis, identifies product sources, establishes partnerships, and maintains positive relationships with customers and vendors in support of VA's mission requirements.
- Provides comprehensive training to customer organizations.
- Collaborates with customers to develop acquisition strategies and timelines for all acquisitions, as appropriate.

- Prepares acquisition packages and correspondence for HCA review and approval.

#### 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 (TAC) Program Advisory Service*

##### Overview

The TAC Program Advisory Service (PAS) provides post-award support to VA's program offices for IT acquisitions.

##### Functions and Activities

- Provides cost, schedule, and performance expertise on critical Department programs.
- Coordinates post-award procurement actions.
- Provides comprehensive training to customer organizations.
- Ensures awarded procurement actions meet and exceed performance measures in accordance with Agency'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 (TAC) Acquisition Rapid Response Service*

##### Overview

The TAC Acquisition Rapid Response Service (ARRS) provides pre-award support to VA's program offices for IT acquisitions.

##### Functions and Activities

- Provides expert advice and acquisition requirement package development services to VA's IT program offices.



- Collaborates and coordinates development of pre-acquisition market analyses, market forecasts, product sources, government cost estimates, and applicable requirements documents and justifications.
- 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)

#### Overview

With its staff of senior acquisition professionals, the Customer Advocacy Service works to resolve acquisition issues for the OAO enterprise. Customer advocates seek to ensure that the customers supported by OAO, our internal staff, vendors, contractors, or other interested parties have a venue to raise concerns and seek assistance when they have questions about the acquisition process.

#### Functions and Activities

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 Agency 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 (ABS) (003B5)

#### Overview

The OAO Acquisition Business Service (ABS) provides contracting support for the VA Secretary and Central Office staff offices. It also provides acquisition reviews and advice to the Executive Director and HCA for OAO. ABS plays a critical role in the management oversight, guidance, and control for the OAO enterprise.

#### Functions and Activities

Formulates and recommends acquisition operations guidance, plans, and strategies in support of OAO and Agency mission, goals and objectives.

- Interprets for the Executive Director the implementation of Government wide and agency 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 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)

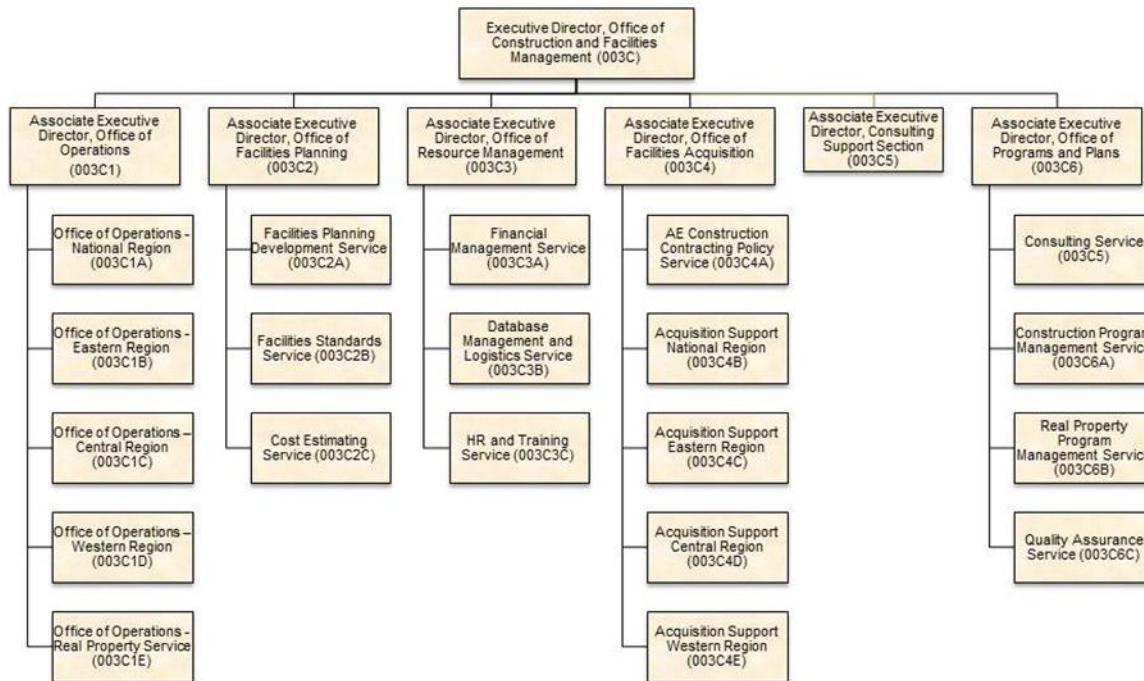
PL 93-400, as amended by PL 96-83

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

Advance VA's mission in support of our Nation's Veterans by providing design, major construction and lease project management, design and construction standards, and historic preservation expertise and services to departmental officials.

## Functions and Activities

Serves as the primary advisor to the Principal Executive Director, OALC, and the Secretary of Veterans Affairs (SECVA) on all areas pertaining to VA's major construction and real property programs:

- Plans and executes VA major construction, leasing, real property management and other capital asset services in support of VA's mission.
- Supports VA's Administrations and Staff Offices in matters pertaining to policy and quality assurance of VA's capital facilities and real property programs.
- Takes a major role in VA's Strategic Capital Investment Planning process to ensure VA's assets are allocated and implemented in the best interests of the Department and Veterans.

Manages all VA major construction and leasing programs:

- Formulates long-range goals, and develops policies, objectives, priorities, strategies, and procedures to accomplish the responsibilities of the Office of Construction and Facilities Management.

Leads transformation efforts:

- Oversees the development and implementation of an enterprise-level facilities management strategy and performance measures in accordance with established departmental policy.
- Benchmarks with industry leaders to identify state-of-the-art facilities management processes.
- Implements standard facilities management processes across the Department.
- Aligns processes to provide more direct support to customers both regionally and locally.

#### Authorities

Title 38 Part VI Chapter 81 Subchapter 1 §§ 8101-8119  
Acquisition Reform Act of 2003 (SARA)

### Office of Operations (003C1)

#### Overview

Responsible for the execution of major construction for VA. Develops and facilitates effective, standard construction management and implementation strategies.

#### Functions and Activities

Serves as the primary advisor to the Executive Director of CFM on all matters associated with service delivery to clients and is responsible for facilitating effective and standard construction management and implementation strategies.

- Manages the execution of major construction projects.
- Serves as the Primary Action Officer for emergent high-level issues related to major construction.
- Oversees the design of systems and processes to support CFM's growing construction responsibilities and manages CFM's expansion efforts.
- Fosters collaboration among VA organizations and synthesizes information from various sources to identify best practices to facilitate overall CFM operations.
- Forms relationships with VA facilities leadership, construction, and the Architect/Engineer (A/E) industry to ensure effective execution throughout the country.
- Oversees CFM's regional operations, which implements VHA major construction projects. VACO staff provides support to VBA and NCA in their respective regions.

#### *CFM Regional Offices (Construction)*

#### Overview

Implements and provides technical assistance for the three administrations' major construction projects in their respective regions.

### Functions and Activities

Office of Operations - National Region; Office of Operations - Eastern Region; Office of Operations – Central Region; Office of Operations - Western Region;

- Oversees CFM's regional operations, which implements VHA major construction and lease projects. VACO staff provides support to VBA and NCA in their respective regions.
- Implements facilities construction projects, provides technical assistance to individual project sites, provides contract management services and oversees the selection of A/E firms for VA's construction programs according to Federal and VA requirements and the evaluation of A/E performance in the design and construction of VA projects.

## Office of Facilities Planning (003C2)

### Overview

Provides a wide array of strategic and consulting support and advice for all VA facilities master planning; project planning; space planning; environmental and historic preservation policy and technical assistance; cultural resources and environmental policy compliance; construction estimating; value engineering; design standards, criteria, specifications and standard details; and national physical security standards for facilities.

### Functions and Activities

Serves as the principal advisor to the Executive Director, CFM, on planning, architectural cost estimating, quality of project submissions, and manages the development and maintenance of VA architectural and engineering (A/E) quality standards for new and existing facilities. Provides consulting services for the VA's State Nursing Home Grant and Homeless Grant Programs and oversees VA's historic preservation and National Environmental Policy Act (NEPA) compliance issues.

- Develops 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 (NRM).
- Takes a major role in VA's Strategic Capital Investment Planning process to ensure VA's assets are allocated and implemented in the best interest of the Department and VA.

### *Facility Planning Development Service*

#### Overview

Facility Planning Development Service provides oversight on major construction project scopes and costs to ensure that Administrations' requirements are met, participates in project reviews, and is responsible for VA's Integrated Planning effort.

#### Functions and Activities

- Provides program management and process improvements for VA's Integrated Planning process.
- Forms relationships with VA Administrations, facilities leadership, Government agencies involved in project planning, the construction, and the A/E industry.
- Promotes the development of innovative and best practices for project design and planning throughout VA.
- Supports CFM's regional offices and other VA organizations by providing policy guidance and support for facility planning.
- Oversees the development of plans and designs for all CFM projects.
- Promotes the initiation and development of Cultural Resource Management Geospatial Information System tools.

### *Facility Standards Service*

#### Overview

Develops policy and guidance for the oversight of functional space criteria management: architectural and engineering standards and master specifications; sustainability; functional design guides, technical discipline manuals; graphics and interior design; architectural barriers compliance; quality control; post occupancy evaluations (POE); multi-hazard physical security assessments of VA facilities; and preparedness standards for physical security, seismic, hurricane, and other natural and manmade disasters for all VA facilities.

#### Functions and Activities

- Develops and oversees planning, design, and construction standards and master specifications; building information modeling (BIM); sustainability including energy and water conservation; functional design guides; technical discipline manuals; design alerts; signage and interior design; architectural barrier compliance; post-occupancy evaluations; and multi-hazard physical security assessments of VA facilities and standards for physical security, seismic, hurricane and other natural and man-made disasters in accordance with established Departmental policy.
- Forms relationships with VA Administrations, program and facilities leadership, Government agencies involved in project planning and design, and the health care, construction and A/E industries.

- Promotes the development of innovative and best practices for project design, planning, and construction throughout VA.
- Develops guidelines and provides oversight and technical support training to CFM's regional offices and other VA organizations.
- Ensures that design and construction standards support the Administrations' concept of operations.
- Provides policy guidance and support for enterprise wide planning, design, and construction.
- Takes a major role in VA's strategic planning and design process to ensure VA's assets are allocated and implemented in the best interests of the Department and Veterans.

### *Cost Estimating Service*

#### Overview

Cost Estimating Service provides oversight of the programs for construction cost budgeting, estimating overall construction and life-cycle costing, and value engineering.

#### Functions and Activities

- Develops requirements and provides guidance for the oversight of programs for construction cost, benchmarking, projections, and budgeting.
- Provides guidance and oversight of programs for construction cost estimating, benchmarking, cost escalation projects, and construction project budgeting.
- Estimates overall construction and life-cycle costs.
- Provides oversight of CFM's Value Management Program. Coordinates value engineering activities for project and standards development.
- Provides national and local market research for impacts to construction costs.

#### Authorities

Title 38 Part VI Chapter 81 Subchapter 1 §§ 8101-8119  
Acquisition Reform Act of 2003 (SARA)

### Office of Resource Management (003C3)

#### Overview

The Office of Resource Management oversees the financial management of VA's major and minor construction programs, administrative budget, office administration functions, operations support, human resource management, travel, and training.



### Functions and Activities

The Office of Resource Management oversees the financial management of VA's major construction program and CFM's administrative budget as well as office administration functions, including human resources management, travel, training, space management, database management, office logistics, information technology (IT) equipment issuing and tracking.

- Serves as the principal advisor to the Executive Director of CFM on VA major construction, fiscal processes, IT resources, and human resources.
- Coordinates annual construction and leasing program estimates for VA's budget.
- Manages the major construction working reserve.
- Serves as primary point of contact on CFM organizational needs for integration of new technologies.
- Coordinates responses to OMB, GAO, IG, and FOIA requests for information.

### *Financial Management Service*

#### Overview

Financial Management Service oversees financial resources and capital operating needs for Congressional submission, major construction operating plan; coordinates annual construction and leasing program estimates for VA's budget; and participates in presenting the construction and leasing budget to the Secretary, Office of Management and Budget (OMB), and Congress.

- 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*

#### Overview

HR and Training Service coordinates human resources actions of all CFM employees with the Central Office Human Resources Service to facilitate HR service for CFM employees.

### Functions and Activities

- Provides coordination and oversight of the development of all HR-related documents; ensures quality of documents; and forwards completed documents on in a timely fashion.

- Coordinates with 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*

#### Overview

Database Management and Logistics Service coordinates CFM's information management business needs with oversight for coordinating the development of systems for operating needs, hardware/software support for all field worksites, space, and other information requirements.

#### Functions and Activities

- Develops policy for the coordination of CFM's information management business needs.
- Integrates emerging systems with current processes and platforms.
- Provides oversight for the coordination of the development of systems for operating needs.
- Coordinates hardware/software support for CFM's central office and field employees.
- Coordinates telecommunication needs, tracks government-furnished equipment, and electronic records management/storage.
- Plans and coordinates software development and upgrades.

#### Authorities

Title 38, Part VI, Chapter 81, Subchapter 1 §§ 8101-8119  
Acquisition Reform Act of 2003 (SARA)

### Office of Facilities Acquisition (003C4)

#### Overview

The Office of Facilities Acquisition is responsible for developing policy and guidance for the oversight of contracting support for VA's construction program, real property management, and architectural-engineering (A/E) evaluation and selection services. It oversees the large and complex construction and lease projects for VA's three administrations and staff offices.

### Functions and Activities

The Office of Facilities Acquisition 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 Head of Contracting Activity (HCA) for CFM.

- 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.

### *Acquisition Support, National Region*

#### Overview

Acquisition Support, National Region develops evaluation policy and guidelines, and provides technical support to the regional offices on a full range of activities including A/E firm evaluation and selection, contract negotiation, evaluation, and award activities covering all stages of the acquisition cycle for large-scale, highly complex major construction projects.

### Functions and Activities

Manages construction-related strategic contracting activities:

- Manages the acquisition aspects of complex projects ranging from \$500 million to \$1 billion.
- Develops the overall acquisition strategy, timetable, financial aspects, and milestones to meet the targeted award and completion dates. Administers major construction's Federal Acquisition Certificate in Contracting (FAC-C) program.
- Manages all CFM requests for contracting certification to obtain warrants through the Office of Acquisition and Logistics.
- Oversees warrant management, acquisition, training, and develops acquisition training standards for CFM.
- Maintains a system of records for training requirements and warrant needs.
- Maintains certification records and coordinates the issuance of new or increased warrants for CFM employees.

### *AE Construction Contracting Policy Service*

#### Overview

AE Construction Contracting Policy Service develops evaluation policy, guidelines, and overall acquisition strategy, timetables, financial aspects, and milestones to meet the targeted award and completion dates.

#### Functions and Activities

- Develops evaluation policy and guidelines and provides procurement support to CFM's regional offices on a full range of contracting activities, including A/E evaluation and selection, contract negotiation, and award activities covering all stages of the acquisition cycle.
- Compiles and tracks VA construction contracting goals for small and disadvantaged businesses.
- Facilities Acquisition Regional Offices: Acquisition Support National Region; Acquisition Support Eastern Region; Acquisition Support Central Region; Acquisition Support Western Region, oversee construction contract awards and administration of design and professional services contracts. Contracting activities involve a wide array of process administration for formal fixed contracts with A/E firms for services such as schematic design, design development, construction documents, and construction period services.
- Manages construction-related strategic contracting activities.
- Manages the acquisition aspects of complex projects.
- Develops the overall acquisition strategy, timetable, financial aspects, and milestones to meet the targeted award and completion dates.

### *Acquisition Support Director*

#### Overview

The Acquisition Support Director oversees regional and local A/E evaluation and selection activities for projects in the assigned region; administers contracts for major project funding controls; and serves as action officers for emergent local acquisition situations.

#### Functions and Activities

- Oversees major construction contracting services for the assigned region (Facilities Acquisition Regional Offices: Acquisition Support – National Region; Acquisition Support – Eastern Region; Acquisition Support – Central Region; Acquisition Support – Western Region). The Director oversees construction contract awards and administration of design and professional service contracts. Contracting activities involve a wide array of process administration for formal fixed contracts with A/E firms for services such as schematic design, design development, construction documents, and construction period services.

### Authorities

Title 38, Part VI, Chapter 81, Subchapter 1 §§ 8101-8119  
Acquisition Reform Act of 2003 (SARA)

### *Real Property Service*

#### Overview

Supports VA's by acquiring land and leasing space for construction of medical and medically-related facilities; facilitating intergovernmental transfers, and the granting of easements licenses, and permits. Provides guidance to regional and local VA offices regarding real property.

#### 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 land management functions to all elements of the Department.

### Authorities

Title 38, Part VI, Chapter 81, Subchapter 1 §§ 8101-8119  
Randolph –Sheppard Act  
McKinney-Vento Act  
Acquisition Reform Act of 2003 (SARA)

## Office of Programs and Plans (003C6)

### Overview

Responsible for providing subject matter expertise and advice in all matters pertaining to VA's facilities and construction acquisition, real property acquisition and disposal, and quality assurance of acquisition projects.

### Functions and Activities

Develops a national program strategy for construction acquisition, real property acquisition and disposal, and program quality assurance:

- Serves as the principal advisor to the Executive Director of CFM for issues associated with construction acquisition, real property acquisition and disposal, and program quality assurance.
- Develops policy, guidance, and performance measures for the acquisition oversight of construction and leasing programs.
- Provides technical support to CFM's regional offices.

- Maintains construction and leasing performance measurement and reporting systems.
- Oversees the administration of programs to assess organizational achievement and individual performance.
- Develops management and review processes to ensure pilot projects produce a return on investment and that thorough processes will be instituted across the entire facility management spectrum.
- Solicits, evaluates, and implements improvements to the capital asset program project management and execution.
- Provides oversight to the VA's Implementation of effective project management, assuring a project management plan that addresses project staffing, responsibilities, master schedule and budget, and is scalable to major, minor, and maintenance projects.

### *Consulting Service*

#### Overview

Consulting Support Service is responsible for providing subject matter expertise and advice in all matters pertaining to VA's design and construction programs, and ensures and full array of technical professional consultation is provided to regional offices

#### Functions and Activities

Develops and provides guidance for all facilities engineering activities in CFM and provides support on A/E issues; provides subject matter expertise for VA's design and construction programs, as well as construction contract claims.

- Serves as the principal advisor to the Executive Director of CFM, on all engineering and operations services for VA's design and construction programs.
- Provides direct on-call consulting support to field installations and CFM regional offices.
- Provides consultations and support services related to A/E design services, automated transport design, conceptual and design development support, and engineering design services.
- Provides other key services including guidance on facility condition assessments, technical/building studies, critical path method scheduling and training, and subject matter expertise for claims management.
- Provides emergency response teams doe natural disasters or other emergencies affecting VA assets to assess, document damage and critical safety issues, and develop recommendations for corrective action.
- Oversees facility condition assessments, electrical studies, suitability assessments , and façade studies.

- Participates and provides technical expertise in major design reviews, facility commissioning, and emergency preparedness assessments.

#### Authorities

Title 38, Part VI, Chapter 81, Subchapter 1 §§ 8101-8119  
Acquisition Reform Act of 2003 (SARA)

#### *Project Control Services*

##### Overview

Manages and directs departmental platform of activities to assure development of construction program policy, focusing on communication and key processes of time management, cost management for CFM's business lines; and oversees systems that provide real time access to all relevant construction program information.

##### Functions and Activities

- Provides technical and professional support and develops recommendations for improved processes and procedures including acquisitions planning, project design, construction management, as well as oversight and management of contracts for professional A/E services, construction managers, design-build contractors, and all other construction contracts.
- Conducts reviews to assess the viability of a project, determine weakness and ensure improvement in the areas not meeting the standards.
- Oversees development of detailed construction program action plans, determines if current structures are appropriate to the intended strategy, articulates proposed strategies, links, strategic planning to the annual business plan and budget; and monitors and controls the plan to determine if strategy is on track.
- Oversees and coordinates interfaces with field contacts by managing integrated master schedules , program controls, and multifaceted construction program services providing the necessary training tools to ensure that personnel are proficient in project management fundamentals needed to effectively and efficiently plan, design, and manage a project.
- Manages construction program support encompassing professional services for acquisition planning, project design and construction management identifying policy elements that may likely give rise to disputes and/or claims.
- Establishes and maintains program review boards with CFM directors and oversees the administration of programs that assess organizational achievement and individual performance; and recognizes the congruence between individual needs, organizational climate, job satisfactions, and performance.
- Other tasks include directives management, development of organizational performance measures, lessons learned, and benchmarking best practices in cost and pricing data for the major construction program.

## *Quality Assurance Service*

### Overview

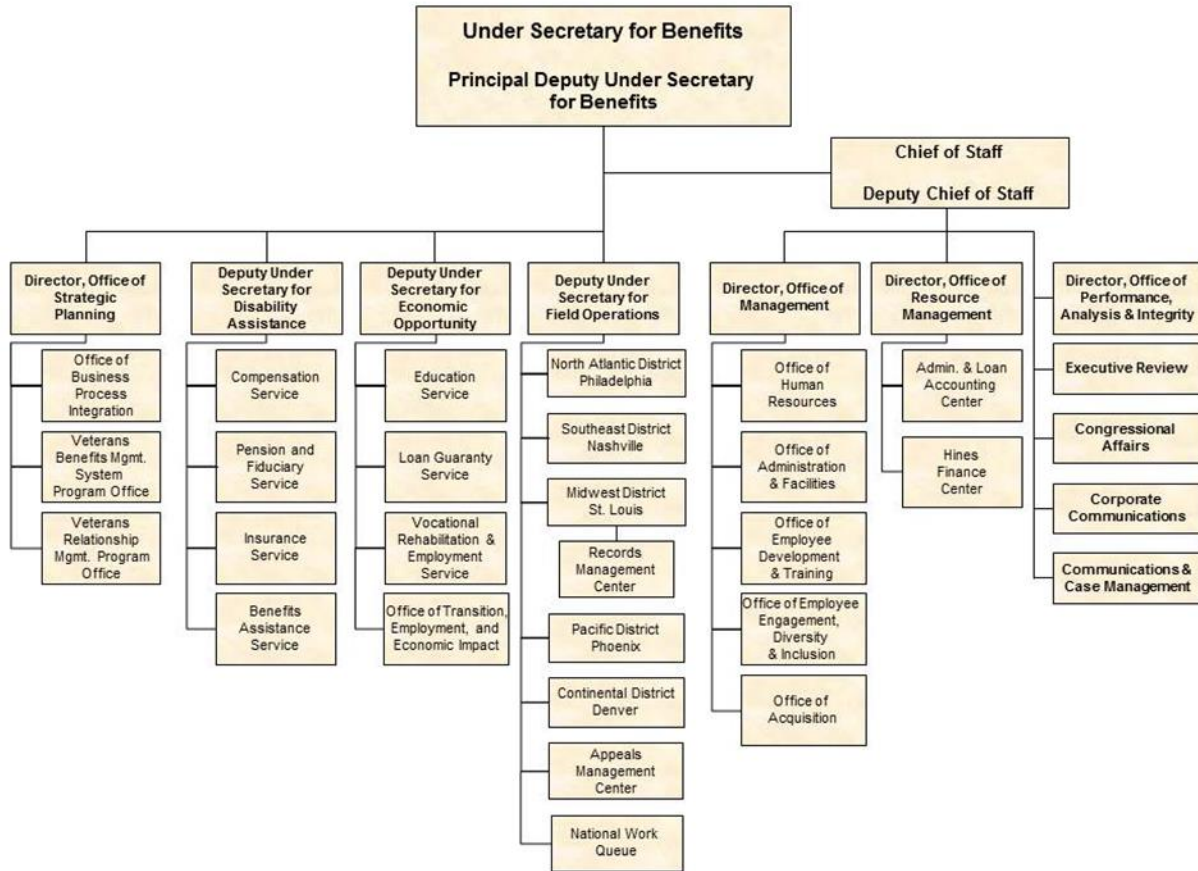
Quality Assurance Service provides an independent quality assurance program for CFM business lines, ensuring compliance with applicable VA and Federal regulations and requirements.

### Functions and Activities

- Provides an independent quality assurance program for CFM's business lines, ensuring compliance with applicable VA and Federal regulations and requirements.
- Conducts independent compliance reviews of purchase card transactions, major construction projects and leases to ensure adherence to Federal Acquisition Regulations (FAR), VA, and CFM policy.
- Provides technical writing and editing services to all CFM offices to support the drafting and issuance of policies and standard operating procedures for all CFM functional areas.
- Conducts construction peer reviews during the construction period of major projects for purposes of assessing and improving CFM/contractor working relationships and project delivery efficiencies.



## 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 USB’s Office supports the Under Secretary for Benefits (USB) in leading and directing the Veterans Benefits Administration (VBA). The Office of the USB is headed by the USB and includes the Principal Deputy Under Secretary (PDUSB), Chief of Staff (COS), and Deputy COS. The USB, PDUSB, and the 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 the Office of the Secretary, other VA departmental officials, Office of Management and Budget (OMB), Congress, the Government Accountability Office (GAO), Veterans, Veterans Service Organizations (VSOs), other Federal agencies, and external stakeholders.
- Coordinates critical policy and program issues throughout the organization and externally.
- 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, Education Service, Vocational Rehabilitation and Employment Service, Loan Guaranty Service, Insurance Service, and Benefits Assistance Service).
- Leads, guides, and directs the field offices through VBA's Office of Field Operations and VBA programs through the Services and Staff Offices.
- Establishes standards and policies on national workforce issues.
- The Office of the USB collaborates with the Department of Defense (DoD) to expand information sharing and identify improvements in benefits delivery and claims processing:
- Serves as Co-Chairperson of the Benefits Executive Council (BEC) and a member of the Joint Executive Council.
- Works with the Wounded Warrior Care and Transition Office and other DoD entities.
- Coordinates, develops, and recommends milestones for the BEC working groups that are reported in the Joint Executive Council (JEC) Strategic Plan and Annual Report.

## Office of the Chief of Staff (20A)

### Overview

The VBA Office of the Chief of Staff (COS) works closely with the USB, 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, Office of Communications and Case Management, and Office of Corporate Communications.

### 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 our partners throughout the Department, including but not limited to the OSVA, Office of Management (fiscal and budget issues), OCLA, OPA, OGC, and OPP.
- Oversees VBA's corporate communications processes and efforts to strengthen VBA's relationship with Veterans, Servicemembers, and their families.

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

- Creates a communications framework for the distribution of information.
- Prepares communications plans, public affairs guidance, news releases, formal speeches, key messages, infographics, videos, HeyVBA articles, and other information material as needed for release both within and outside VA.
- Leads VBA's media relations effort and assists the department and the field with media queries and public affairs training to VBA senior leaders and regional office public affairs officers.
- Develops and executes integrated communications plans on transformation, VBA benefits and services, and special initiatives.
- Provides full communications support for VBA senior executive speaking engagements, including the creation of formal speeches, official briefings and informal presentations
- Provides communications support to all VBA business lines
- Embeds VBA communications planning and processes in future VBA transformation efforts.
- Promotes VBA's transformation and greater public awareness of VBA's mission.
- Works in close coordination with the Benefits Assistance Service's Web Communications team to ensure consistent messaging through VBA's website and its various social media platforms.

## 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.), Veterans Service Organizations, 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 Secretary and the Under Secretary for Benefits.

### 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.

## Office of Strategic Planning (20S)

### Overview

The Office of Strategic Planning (OSP) directs and coordinates future concepts, strategic and operational planning, programming, and transformational initiatives for VBA. OSP provides input to the Office of Policy and Planning (OPP) quadrennial planning process. OSP conducts analysis of future trends and forecasts to identify promising business transformation initiatives, provides governance, and encourages the use of project management to develop those initiatives. OSP manages business process transformation and facilitates the governance process for future resource allocation.

OSP plays a key role in two of VBA's governance organizations. First, OSP is the secretariat of the Planning and Programming Review Board (PPRB) that is responsible for recommending approval of planning and programmatic requirement and prioritizations for VBA business lines and support staff. Under the direction of the PPRB, the Benefits Technology Work Group has been established and is co-chaired by the OSP Deputy Director of Strategic Planning. It is responsible for gathering and integrating the business technology requirements from each Line of Business (LoB) in order to create the VBA business technical architecture. Second, OSP is the secretariat of the Transformation Governance Board responsible for standardizing the process through which innovative concepts are identified, developed, and implemented for VBA's benefit.

OSP executes its mission through the following three divisions:

### *Strategic Planning:*

The Strategic Planning division leads and coordinates VBA strategic and operational planning efforts by helping VBA business lines and staff offices implement the VA and VBA strategic plans and Agency Priority Goals (APG). The Planning division also serves as the co-chair on the Benefits Technology Working Group (BTWG).

### *Programming:*

The Programming division leads and coordinates VBA's programming efforts among VBA business lines and provides a systematic approach to allocating resources to satisfy the agency's statutory and regulatory duties.

### *Transformation Initiatives and Future Concepts (TI&FC):*

The TI&FC division identifies strategic gaps in VBA operations and develops relevant solutions to address business needs. Working with the Programming and Strategic planning divisions of OSP, TI&FC provides analytical expertise to observe, identify, and address patterns in the internal and external operating environment that could emerge as barriers to or opportunities for organizational success. In collaboration with VBA business lines and support offices, TI&FC develops and executes program initiatives to inform leadership of recommended process changes.

### *Functions and Activities*

- OSP directs VBA's year-round strategic planning efforts, ensuring plans support the Department's Agency priority Goals (APG's), and strategic goals and objectives.
- Implements the USB's guidance and vision and coordinates the planning activities of the lines of business and staff offices.
- Provides guidance, technical advice and assistance to lines of business and staff offices in the development of their operating and resource plans.
- Co-chairs the BTWG, a committee established by the PPRB, to ensure that business technology priorities support VBA long-range goals, objectives and priorities.
- Serves as the secretariat for VBA's Planning and Programming Review Board.
- Assesses required and existing capabilities to identify gaps and develops alternative solutions for decision by VBA leadership.
- Develops the final planning and programming inputs into VBA's strategic and resources plans.
- Develops, recommends and coordinates transformational initiatives designed to improve service delivery of benefits and/or VBA operations in the field.
- Examines and develops future concepts for the to-be state and future capabilities of VBA.

- Promotes a culture of collaboration, synergy and strategic thinking by bringing stakeholders into the planning and programming process and supporting those who provide benefits and services. The collaboration is designed to develop planning and programming skills throughout VBA lines of business and staff offices.
- Focuses its planning efforts on improving the delivery of benefits and services for Servicemembers, Veterans, family members, and survivors.
- Embraces the understanding that VA engages with Servicemembers and Veterans from the time they enter uniformed service until they are memorialized at the end of life. Their life long engagement requires understanding of who has served, is serving today, and who will serve in the future. We must plan for their transition out of the service so that they are enabled to continue to serve their communities and nation outside of uniform as they did in uniform.

#### 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 (OBPI) ensures that VBA's strategic needs and requirements for business and data systems are properly documented, integrated, and communicated. OBPI works with the 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.
- Conducts program and milestone reviews of each business line's project portfolio
- 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 Veterans Service Network (VETSNET) enhancements and fixes.
- 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 Office of Field Operations.
- Validates that applications meet business requirements and ensures new functionality fits seamlessly into existing environments 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, Roadmap, and Transition Plan.
- Defines, manages, controls, and coordinates the delivery of claims intake solutions, including document conversion (scanning) and post-scanning disposition of disability claims source material.
- Provides acquisition management support including acquisition planning, acquisition package development, and source selection for services associated with intake, conversion, mail handling, and post-scanning disposition.
- Ensures oversight and analysis for greater than 99 percent scanning accuracy to support System of Record designation.
- Provides deployment planning and coordinates claims intake releases.
- OBPI oversees Planning and Development of Centralized Mail (CM):
- CM project is a business transformation initiative that contributes to the ability of VA to eliminate the claims backlog.
- The centerpiece of CM is the transition from a paper-based system to a process where all claims data is receive digitally or is digitally scanned into the claim system. CM will be complemented by improved business processes and workflows employing rules-based claims development and decision recommendations.
- CM has been fully deployed to all 56 Regional Offices.
- Working with incorporate other VA offices into CM to include VR&E, PMC, BVA, RMC.

#### Authorities

38 USC

38 CFR

#### *Veterans Benefits Management System Program Management Office (20S1)*

#### Overview

The Veterans Benefits Management System (VBMS) 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.

The 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 point of contact to regional offices and other end-users 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 on deployment matters, and coordinates the implementation of VBMS PMO efforts related to deployment, training and communications in concert with VBA Office of Field Operations.
- Establishes solution performance targets and assesses performance of deployed pilots or phased roll-outs against performance targets.
- Conducts user-acceptance testing, including acceptance sign-off, and coordinates with Business Requirements Division in the development of user-acceptance testing procedures.
- Identifies and documents end-user training requirements, provides training, creates and distributes training resources.

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, to include automation.
- Develops and conducts user testing scenarios.
- Analyzes and recommends business policy and procedure updates to Compensation Service, Pension and Fiduciary Service, and Office of Field Operations 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 (VRM) Program Management Office (PMO) is an enterprise initiative that 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 Program Management Office 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 General Operating Expense (GOE) budget and supports OI&T Exhibit 300 budget justification activities associated with the VRM program.
- Coordinates the performance work statements, independent Government cost estimates, source selection plans, unfunded requests, and other acquisition package materials.

The VRM PMO manages the testing, deployment, and internal and external communications for projects developed by this initiative.

- Coordinates the marketing and branding of the initiative with strategic planning and communications for internal and external stakeholders and customers 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 base-line deliverable documents within scope pursuant to Project Management Accountability System 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, 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 certain 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, Pension and Fiduciary Service, Insurance Service, and Benefits Assistance Service.

- 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 instructions, and program evaluations.

ODA analyzes Department-wide programs, functions, and organizations to determine whether current management systems efficiently accomplish objectives 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 the 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, and other 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 Compensation Service is to provide monthly payments to Veterans in recognition of the effects of disabilities incurred or aggravated from diseases, injuries, or events during active military service.

### Functions and Activities

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

- Drafts proposed and final rules.
- Develops, maintains, and updates Disability Benefits Questionnaires (DBQs).
- Advises on operational and policy requirements to implement the law and effect leadership decisions regarding compensation.
- Conducts advisory reviews, participates in special case reviews and prepares decision assessment documents to analyze the effects of decisions by the U.S. Court of Appeals for Veterans Claims and the U.S. Court of Appeals for the Federal Circuit.
- Represents Compensation Service on legislative and policy matters and special projects.

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

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

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

- Develops, supports, and facilitates training for new, intermediate-, and journey-level employees.
- Develops, supports, and monitors the National Training Plan for claims processors.
- Collaborates with the Office of Field Operations and regional offices to ensure that all training products are accurate and consistent with Compensation Service directives and meet the needs of claims processors to produce accurate and timely decisions.

- Collaborates with contractors to develop new training products and methods of training delivery that utilize cutting-edge technology and allow desktop delivery to remote locations.
- Develops and facilitates specialized training for Military Service Coordinators (MSCs).
- Collaborates with the Office of Field Operations to ensure MSC training is accurate and relevant to the needed knowledge, skills, and abilities.

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

- Works with the contractors, regional offices, and VBA leadership to ensure all contracts maximize claim processing capacity while improving, timeliness and accuracy.
- Develops and monitors contracts to audit the invoices received from the medical disability examination contractors and to report customer satisfaction scores for the medical disability examination contractors.
- Leads a team of contractors and field subject matter experts in developing and revising skill certification tests for employees and managers involved in claims processing.
- Monitors the performance of the contractor in facilitating and management of the skill-certification tests.
- Collaborates with the Office of Field Operations, regional office representatives, contractors, and Compensation Service staff to monitor the relevance and accuracy of the skill certification test content.

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

- Controls and oversees the Systematic Technical Accuracy Review (STAR) program, which conducts rating consistency and special focus reviews with regular, random samples from each station.
- Conducts monthly rating quality calls to disseminate STAR results/information to regional office personnel.
- Posts monthly STAR reports for current and previous fiscal year to STAR Web page.
- Publishes monthly quality call notes with articles on site visits, rating and authorization accuracy, rating consistency, and VHA exam reviews to support efforts to improve quality at the regional office level.
- Analyzes quarterly rating data for most common diagnostic codes to identify inconsistencies in regional office rating determinations.
- Conducts focused, audit-style reviews of samples of rating decisions based on results of data analysis described above.



- Administers studies to assess nationwide consistency in eligibility determinations.
- Collaborates with VHA's Disability and Medical Assessment Program Office (DMA) on VBA's compensation and pension examination requests process. This includes monitoring the accuracy and timeliness of compensation and pension examination requests nationwide, and the Disability Benefits Questionnaires Switchboard.
- Conducts nationwide site visits to ensure regional offices follow VBA policies and procedures pertaining to compensation.
- Updates the VBA manual, M21-4, Manpower Control and Utilization in Adjudication Divisions.

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

- 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 technology for paperless claims processing that increases the timeliness of responses to Veterans' inquiries and claims by eliminating the limitations associated with physical records.
- Provides critical support for any initiative aimed at reducing the use of paper in compensation claim processing including interagency partnerships.
- Leads the Private Medical Records program that utilizes private vendor claims development assistance to obtain Veterans' medical records from non-VA physicians.

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

- Outlines business processes for collaboration and develops plans for execution.
- Identifies and recommends work environment tools to assess progress through metrics and employee feedback.
- Establishes new ways to interact with employees and encourage their participation in the development of procedures.
- Gathers feedback from employees and other stakeholders to assist community collaboration.

#### Authorities

38 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 (P&F) 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 service-connected disabilities, and burial benefits program for survivors and other individuals who paid for the burials or funerals of deceased Veterans. P&F Service also administers VA's fiduciary program for beneficiaries who cannot manage their VA benefits.

#### Functions and Activities

The P&F Service 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 interests.
- 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 Service:

- 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 service.
- Coordinates with the Benefits Assistance Service 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. VA will provide all benefits and services in an accurate, timely, and courteous manner at the lowest achievable administrative cost. VA will provide insurance coverage in reasonable amounts at competitive premium rates. VA will ensure a competitive, secure rate of return on investments held on behalf of the insured.

##### Functions and Activities

Insurance Service provides the same or better life insurance benefits 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.

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

- 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.

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

- 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 (BAS) serves as an advocate for Servicemembers, Veterans, eligible beneficiaries and other stakeholders, to ensure they are knowledgeable and informed about accessing and receiving VA benefits and services. BAS creates a consistent VBA message and provides oversight through all customer communication points for those who visit, call, write, or communicate with VBA

online. The essential mission of BAS is to educate and create awareness among potentially eligible Veterans about the special programs created for their benefit.

#### Functions and Activities

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

- Serves as the lead outreach office for VBA with staff dedicated to synchronizing and integrating outreach activities throughout VBA and VA; activities, including coordination of advertising, social media, and web communications for outreach event across the nation.
- Conducts outreach to educate individuals, train employees, and train internal and external stakeholders.
- Represents VBA at national events and perform outreach activities to increase visibility and awareness of benefits available to Servicemembers, Veterans and family members.
- Facilitates targeted outreach campaigns to disseminate information about VA benefit programs.
- Coordinates with external governmental and nongovernmental agencies to produce better outcomes in the delivery of benefit services to Veterans.
- Conducts workshops and presentations at various outreach events to disseminate information and build relationships with stakeholders.
- Conducts outreach to Native American tribes and their members to increase awareness of VA programs.
- Leads outreach activities with external agencies that influence positive social and economic opportunity outcomes for Veterans such as housing, employment and various community resources.
- Recommends objectives and operations for new and existing outreach and direct services programs.
- Conducts site visits to evaluate outreach program management and operational processes for accuracy, consistency in service delivery and program integrity; develops and provides training based on site visit findings.
- Manages sustainment and enhancement of VBA IT outreach data tracking applications of the Federal Case Management Tool and the Outreach Submission Tool, which includes developing business requirements and conducting user-acceptance testing and associated processes to ensure acceptable system performance before deployment.

- Prepares policy and procedures in VBA Manual M27 to administer special emphasis outreach programs, direct services, and web communications.
- Develops and maintains VBA outreach publications to include fact sheets, pamphlets, and brochures.
- Directs the activities of the regional offices in actively engaging Servicemembers, Veterans, and their families to inform them about VA benefits and services.
- Assists local, state, and national partners with outreach activities targeted at specific Veteran demographics such as: minority, women, elderly, homeless, former prisoners of war, incarcerated, rural, faith-based, and Native American tribes.
- Coordinates with other federal agencies to provide benefits assistance and casualty assistance, the Overseas Military Service Program, the Transition Assistance Program (TAP), National Guard Transition Assistance Advisors Program, Wounded Warrior Regiments, and the Yellow Ribbon Program.

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

- Develops and updates the National Training Curriculum, as well as refresher training materials for public contact representatives (PCRs).
- Manages the administration of the Inquiry Routing and Information System (IRIS). Delivers training using various modalities, such as instructor-led and web-based.
- Develops and facilitates training for new, intermediate-level, and journey-level employees.
- Develops procedures, scripts, and job aids to provide employees with the information and guidance to appropriately respond to inquiries with accuracy and consistency at all access and touch points; to include telephone inquiries, inquires through IRIS, chat inquiries, face-to-face interactions, and correspondence inquiries.
- Maintains the Knowledge Management System, which houses all source documents for the call centers/PCTs, in order to provide easy access to procedures and benefits services information.
- Oversees and manages customer satisfaction surveys to identify and develop process improvements.
- Monitors telephone calls and conducts quality reviews for telephone interactions, and IRIS to ensure PCRs disseminate accurate information to VBA customers and their dependents and comply with policies and procedures interactions.
- Facilitates call center and public contact team site visits to ensure that PCRs follow VBA policies and procedures.

- Provides training to call center managers, coaches, training coordinators, quality review specialists, and lead legal administrative specialists in the NCCs, NPCC, and NIRC to ensure they are knowledgeable of operations, benefits, services, policies, and procedures, and can effectively manage, coach, train, and mentor PCRs.
- Facilitates continuous improvement training sessions with members of the NCC management teams and the Office of Field Operations to identify best practices and areas for improvement, and drive NCC performance improvements.

The VBA Web Communications Office resides in BAS and is responsible for the following:

- 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 websites comply with federal mandates and agency rules and standards.
- Conducts periodic audits of website content and ensuring corrective action is taken.
- Provides web training and other customer-service-related training.
- Serves as the liaison for Web and social media inquiries and requests to the Office of Public Affairs, Office of Information Technology, and other VA entities.
- Authors content on the VBA home page and the home anterior pages.
- Manages social media content and policies.
- Manages eBenefits self-service, content authoring, and DS Logon on behalf of VA.
- Manages the Benefits.Gov program on behalf of VA.
- Manages the VBA GovDelivery account and service.
- Manages administration of the IRIS application.

BAS serves as VBA's liaison with our VSO 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 several Federal and state partners and community organizations 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) oversees the administration of benefits and services to Servicemembers, Veterans, their family members, and survivors. 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, transition assistance, and home ownership.

### Functions and Activities

OEO coordinates initiatives, projects, and procedural changes for Education Service, Vocational Rehabilitation and Employment Service, Loan Guaranty Service, and the Office of Transition, Employment, and Economic Impact.

- Develops and maintains tracking mechanisms to manage OEO program offices activities.
- Facilitates and monitors the implementation of new legislation and delivers results to VBA leadership.
- Coordinates and compiles data from OEO program offices for briefings to VBA leadership on activities and achievements.
- Works collaboratively with OEO program offices to ensure transformation initiatives are successfully 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 for OEO program offices.

OEO provides direction and input on policies, regulations, plans, procedures, guidance, and instructions necessary to implement and maintain effective operations that govern its program offices.

- Collaborates with VBA leadership in the development of new policies to ensure alignment with economic opportunity objectives.
- Develops performance measures and conducts performance reviews to assess the functional capabilities of program areas within OEO program offices.
- 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 for OEO program offices.
- Recommends changes to current laws to enhance Veterans benefit programs.



- 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 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 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 and collaborate with other federal agencies on employment issues.
- Coordinates VBA responses to external requirements and mandates, such as those created by Congress.
- Represents VBA at national events and performs 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 Education Service is to provide educational assistance to Veterans and support all beneficiaries to achieve their educational, vocational and/or professional goals. Educational Assistance assists with the readjustment to civilian life; restores opportunities lost because of military service; extends higher education benefits to qualified persons who may not otherwise be able to afford it; aids military recruitment and retention of highly qualified personnel; and enhances the National workforce.

### Functions and Activities

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

- Drafts 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 Office of Management and Budget to facilitate processing of benefits and data collection from beneficiaries.

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

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

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

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

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

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

Education Service develops effective education business line procedures and IT systems 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.

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

- Assesses existing legacy systems regularly and in response to program changes to ensure necessary functionality and identify any required modifications.
- Develops and submits project initiation requests to implement modifications or develop data reports for use by Education Service.
- Monitors system performance to ensure no interruption of claims processing.
- Education Service provides analytical support to enable the VA's mission and to meet customers' needs.
- Performs business analytics by evaluating, developing, and transforming ad hoc request into data-driven reports.
- Conducts qualitative and quantitative studies that support the strategies to meet customer needs.
- Oversees implementation of Executive Order 13607 – Principles of Excellence
- Manages outcome measures in collaboration with the Department of Education and Department of Defense in order to provide information on available educational programs to support informed decision making.
- Manages and facilitates Career Scope (assessment tool) to measure Veterans' interests and aptitudes to help them determine the best career path for transition to civilian life.

- Maintains reports.

Education Service maintains and enforces SAA contracts and Yellow Ribbon Program agreements and serves as approval authority for education programs.

- Revises, issues, and processes SAA contracts annually to ensure maximum value to VA.
- Provides relevant training to and oversight of SAAs.
- Issues guidance and monitors performance of education compliance survey specialists.
- Supports the administration of the Yellow Ribbon component of the Post-9/11 GI Bill, which allows VA to enter into voluntary agreements with schools to cover beneficiaries' unmet educational expenses.
- Education Service maintains liaison and outreach activities with State Approving Agencies, School Certifying Officials, Veterans Claims Examiners and stakeholders.
- Provides supervision of Chief Education Liaison Officers (CELO). Provides supervision and guidance to Education Compliance Survey Specialists for the conduct of 100% audits, school liability, and OIG referrals.
- Oversees the conduct of quarterly quality reviews by education liaison representatives of compliance surveys conducted by the SAAs.
- Works with SAAs to establish their schedules and continued training.
- Compiles data about nature of discrepancies found during compliance surveys.
- Tracks results of compliance surveys and provides reports to leadership.
- Education Service manages the GI Bill Feedback System.
- Triage all incoming complaints and notify school of the complaint.
- Monitors response from the school and respond to Veterans.
- Makes determinations about the necessity of conducting a Risk Based Review and notifies CELO.

Collaborates with the OEO and aligns activities with LGY and VRE Service.

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

### Functions and Activities

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

- Increases the participation of private-sector program stakeholders and participants (i.e., lenders, builders, real estate agents, and appraisers) through varied communication/outreach activities and training sessions.
- Builds and enhances cross-cutting partnerships with private-sector trade groups (e.g., Mortgage Bankers Association), mortgage banks, and other Government agencies (e.g., the Department of Housing and Urban Development, 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.
- Has authority to offer VA-backed financing to qualified purchasers of VA-acquired properties.

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

### Functions and Activities

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

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

- Conducts monthly calls and provides corresponding newsletters to regional offices 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 Vocational Rehabilitation and Employment 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 (VRC) Electronic Performance Support System (EPSS), an online reference, and information tool designed to enhance performance of VRCs by providing just-in-time work aids.
- Develops and deploys Training Performance Support Systems (TPSS) to ensure training is available and to ensure high performance and consistency in all job positions.

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

- Conducts ongoing review of regulations to ensure that they result in the most effective delivery of vocational rehabilitation benefits.
- Develops 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.
- Continues VR&E's Business Process Re-engineering (BPR), which will maximize Veteran self-service, counselor and Veteran tools, and simplify end-to-end processes for Veterans and professional staff. Updates corresponding metrics, quality assurance, and policy and procedures to support BPR changes.

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

- Formulates the budget for upcoming years based on current and future policies, legislation, and changing Veteran needs and demographics.
- Ensures budget focuses on core tactical and strategic goals in support of the Department's mission. Coordinates with ORM to finalize budgetary needs and assist in preparing the President's Budget.
- Monitors budget execution and adjusts budget as needed to meet emerging VR&E or VBA mission.
- Monitors and reports on the status of the general operating budget, funding of program, interagency agreements and service contracts.
- Administers national allocations to the Revolving Fund Loan (RFL) Program and the Educational Vocational (EdVoc) Fund.
- Reviews and processes all service contracts through the acquisitions' review staff.
- Ensures all acquisitions 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 VRE division's program management and operational processes for accuracy, consistency in service delivery, program integrity, and vulnerabilities to waste, fraud, and abuse of benefits.
- 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 the Office of Field Operations 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.

- 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 VR&E staff.
- 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.

- Provides outreach and early intervention counseling services to transitioning Servicemembers through the Integrated Disability Evaluation System (IDES) program at 71 military installations.
- VR&E's VetSuccess on Campus (VSOC) program has professional vocational rehabilitation counselors located at 94 college campuses across the country. VSOC Counselors provide outreach, benefits assistance, professional counseling, and referrals for health care and other services to student Veterans, Servicemembers, and their eligible dependents.
- The VSOC program operates under VA's Educational and Career Counseling program, or Chapter 36 authority, which provides a wide range of educational and vocational counseling services designed to provide personalized counseling and support to help guide career paths, ensure the most effective use of VA benefits, and achieve educational and career goals to transitioning Servicemembers within six months prior to discharge, Veterans within one year following discharge from active duty, and all VA education beneficiaries.
- Coordinates and conducts effective outreach to special Veteran populations to increase participation and ensure successful outcomes.

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

- Plans, coordinates, and participates in job fairs to promote the value of hiring VR&E program graduates and expose job-ready Veterans to potential employers.
- Reviews, assesses, and defines policy or program issues regarding employment services provided to Veterans with disabilities, and improving services to meet the employment needs of Veterans.
- Promotes the use of special hiring Authorities, the special employment incentive programs, 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 the OGC on the centralized acquisition and governance of VR&E service contracts.

- Provides guidance and training assistance to regional office VR&E managers and contracting specialists in the areas of contracting policy and procedures.
- Ensures the Department-wide Small Businesses, Small Disadvantaged Businesses, Women-Owned Small Businesses, Service-Disabled Veteran-Owned Small Businesses, Veteran-Owned Small Businesses, and Historically Underutilized Businesses are considered and documented in all VR&E acquisition packages.

VR&E continues to 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 OEO and aligns activities with Loan Guaranty and Education Service as appropriate.

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

#### Authorities

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

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

## Office of Transition, Employment, and Economic Impact (201D)

### Overview

The Office of Transition, Employment, and Economic Impact (OTEEI) helps transitioning Servicemembers, Veterans, and their families maximize their economic competitiveness, defined as the ability to compete and remain relevant in a changing economy. Economic competitiveness encompasses overall employment, earnings, independent living, housing and educational attainment. To accomplish this, OTEEI seeks to educate transitioning Servicemembers, Veterans, and families on their VA benefits through strategic outreach and curriculum provided throughout their military life cycle (including while on active duty or in the National Guard or Reserve) and by developing strategic public and private partnerships, employment programs and place based strategies.

### Functions and Activities

OTEEI works closely with the USB, PDUSB, COS, Office of Interagency Collaboration and Integration, and other federal agency officials to expand information-sharing and identify improvements in benefits information delivery and claim processing. OTEEI's specific focus areas include:

- **Pre-Discharge Program:** Has operational responsibility for cooperative disability compensation 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 policies related to Combat Related Special Compensation and Concurrent Retirement and Disability Pay.
- **Curriculum and Training:** Develops standardized VA curriculum and training programs to educate Servicemembers, Veterans, and their families on VA benefits, services, and partner programs. This includes the curriculum and training for the VA portion of the Transition Assistance Program, as well as military life cycle and other outreach events.
- **Transition:** Focuses on 100% participation in transition activities, such as the Transition Goals, Plans, Success (GPS) curriculum, throughout the military life cycle starting as a new Servicemember and extending through to post-service as a Veteran. Collaborates and coordinates with interagency partners that provide related services and support.
- **Special Populations:** Works to understand and promote the unique needs of special populations, primarily the Guard and Reserve Servicemembers and Veterans, but also homeless Veterans, Women Veterans, and small cohorts of active duty Servicemembers such as Special Operations, to ensure improved economic outcomes.
- **Place-Based Strategy:** Increases the economic outcomes of local Veterans, improving collaboration between local community service organizations and VA, and mobilizing the private sector to hire and retain Veterans.
- **Veterans Employment Center:** Provided a single online resource that assists job seekers in skills translation, resume building, job search and connections with employers; and assists employers in posting jobs, making hiring commitments and connecting with job seekers. Further, provides a connection to comprehensive employment and career resources for both job seekers and employers.
- **Economic Development:** Facilitates and manages national-scale public-private partnerships with high quality organizations that are committed to improving the economic competitiveness of Veterans.
- **Skills and Education:** Improves the accessibility of existing tools and resources and increases the number of high quality opportunities in order to reduce the skills gap between military careers and meaningful civilian careers.
- **Employment:** Facilitates employer investments in Veteran economic opportunities including training, commitments, hiring and knowledge sharing.

#### Authorities

38 USC § 306 Chapter 77

38 CFR § 2.6(b)

## Office of Field Operations (20F)

### Overview

The Office of Field Operations (OFO) oversees operations at VBA's district offices, regional offices (ROs), the Records Management Center (RMC), and the Appeals Management Center (AMC). Additionally, OFO oversees operations at satellite offices that are located in cities and districts with significant demand for benefits counseling. These operations consist of compensation and vocational rehabilitation claims and appeals processed at all ROs; 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 ROs; education benefits claims and appeals processed at the regional processing centers at four ROs; and Board of Veterans' Appeals (Board) 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 district offices, and helps develop achievable performance measures that ensure the quality and consistency of benefits delivery systems.

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

- Ensures VBA benefits and services are provided in a timely, objective manner with respect to speed, accuracy, and customer satisfaction.
- Evaluates the performance of regional and district offices, 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, Service-Disabled Veteran-Owned Small Businesses, Veteran-Owned Small Businesses, and Historically Underutilized Business (HUB) Zone Small Businesses are considered in VBA acquisitions.

OFO oversees the VBA Operations Center (OC).

- 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 district 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 AMC:

- Supervises AMC, VBA's centralized processing center for appeals remanded by the Board.
- Monitors, tracks, and evaluates AMC's performance and workload.

- Partners with the Board to analyze and monitor remand trends.

OFO manages the National Capital Region Military Service Coordinators (MSC).

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

#### Authorities

38 USC § 306, Chapter 77

38 CFR § 2.6(b)

### North Atlantic, Southeast, Midwest, Pacific, and Continental District *Offices (20F1, 20F2, 20F3, 20F4 and 20F5)*

#### Overview

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

#### Functions and Activities

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

### *Records Management Center (376)*

#### Overview

- The Records Management Centers in St. Louis, MO, receives and stores inactive claims folders and returns the folders to the ROs upon request. The RMC is also responsible for review, processing, storage, and distribution of 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 BIRLS (Beneficiary Identification and Records Locator Subsystem) 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. Houses over 14 million claims files and over 2.8 million service medical records.

### *Appeals Management Center (397)*

#### Overview

The Appeals Management Center (AMC) is responsible for the processing of appeals remanded by the Board of Veterans' Appeals (Board). 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 (OM) directs and oversees VBA's Headquarter Offices of Employee Development and Training, Acquisition, Administration and Facilities, Human Resources, and Employee Engagement, Diversity & Inclusion.

#### Functions and Activities

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

- Advises VBA and Departmental officials on problems involving the relationship of work performed in OM with respect to its impact on broader programs.
- Liaises with the Department on issues regarding services and programs under the supervision of the OM.
- 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.
- Serves as the Head of Contracting Activities for VBA.



## Office of Human Resources (20M1)

### Overview

The Office of Human Resources oversees policy development, procedures and programs for VBA's nationwide HR activities.

### Functions and Activities

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

## Office of Administration and Facilities (20M3)

### Overview

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

### Functions and Activities

- Provides effective, efficient, economical direction, control, and operation of VBA nationwide programs and services.
- Manages the areas of capital investment planning, privacy and security, and equipment inventory listing.
- Oversees VBA occupational safety and health program, forms, and records management, directives and publications, FOIA, privacy and VA Web management.
- Administers VBA's space management program for nationwide procurement and utilization of space and the design of modern office systems and environments.

- Leads the VBA emergency management and physical security programs in response to emergencies and disasters to reduce property loss, maintain public safety, and preserve continuity of benefits and services to Veterans and their families.
- Administers VBA's Freedom of Information Act and the Privacy Act to ensure the right of access to Federal Department records as required by law.

## Office of Acquisition (20MA)

### Overview

The Office of Acquisition (OA) serves program customers by ensuring timely, cost effective, and compliant acquisitions to enable the VBA mission.

### Functions and Activities

- Provides acquisition policy guidance and advice to all VBA customers. Establishes standard operating procedures to ensure uniformity and compliance of the acquisition process and products.
- Develops and monitors various reports to ensure compliance and quality, and conducts regularly scheduled and unscheduled audits.
- Establishes annual operating plan to manage and monitor the VBA's small business program and serves as national VBA Small Business Liaison.
- Responds to periodic Inspector General and Department audits and other requests for information.
- Serves as the national VBA Coordinator for Electronic Contract Management System and Federal Procurement Data System.
- Monitors continuing professional education of Federal Acquisition Certification in Contracting.
- Implements and oversees VBA contracting requirements.
- Serves as the approving authority for field and Central Office warrant holders. Terminates appointments of warranted individuals as necessary.

## VBA Office of Acquisition (Regional Teams)

### Overview

Five teams aligned with the Office of Field Operations' North Atlantic, Southeast, Midwest, Pacific, and Continental Districts provide operational acquisition support to VBA regional offices. In addition, the teams assist with VBA Central Office procurements not supported by the VACO Office of Acquisition Operations.

- Primarily supports the Office of Field Operations and Vocational Employment and Rehabilitation programs.
- Each supervisor serves as the District Small Business Liaison.
- District leads for eCMS and FPDS.

### *Acquisition Support Team*

#### Overview

Provides a broad range of services to customers who utilize the assisted acquisition services located in Frederick, MD. Services include:

- Reviews all acquisition packages for completeness and compliance.
- Processes all acquisition packages to obtain VBA concurrence/approval.
- Coordinates approved acquisitions with the appropriate contracting office (CO) staff to ensure contracts are awarded on time.
- For all central office acquisitions, prepares, tracks, and provides training and coordination for all aspects of background investigation process including the Security Investigation Center.
- Receives, reviews, and processes invoices from the Office of Resource Management (ORM) that have been submitted to the Austin Automation Center for payment to ensure amounts requested are proper.

#### Authorities

Federal Acquisition Regulations (FAR)

VA Acquisition Regulations (VAAR)

### Office of Employee Engagement, Diversity & Inclusion (20M2)

#### Overview

The Office of Employee Engagement, Diversity & Inclusion (EEDI) ensures VBA's compliance with VA policies and directives, laws, executive orders, and other provisions designed to foster a harmonious workplace that is free from discrimination and promotes a diverse workforce committed to delivering quality care and services to our Nation's Veterans, Servicemembers, family members, and survivors.

#### Functions and Activities

- Supports the VA Office of Resolution Management (ORM) in processing Title VII EEO complaints filed by employees and applicants who allege employment discrimination.

- Processes Title VI discrimination complaints filed by students against proprietary schools referred by - ORM in accordance with VA's delegated agreement with the Department of Education, Department of Justice , and the Department of Health and Human Services.
- Processes external Title VI discrimination complaints filed by Veterans that are referred to EEDI by ORM.
- 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.
- Serves as VBA's internal subject matter expert on issues involving EEO, diversity and inclusion, and provides guidance to supervisors, managers, and employees.
- Drafts and updates policies and strategic plans in accordance with current laws and needs of the organization.
- 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 (20M5)*

#### 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 and training program development services to VBA employees.
- Provides technical training development and support and evaluation services to VBA employees.
- Manages the VBA Professional Development Academy in Baltimore, MD.
- Provides VBA employees with leadership and professional development programs and opportunities.
- Manages VBA's portion of the Talent Management System (TMS) to analyze and prioritize VBA's requirements for 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.
- Creates and distributes standardized templates and job aids to promote the application of training best practices throughout VBA.
- Provides tailored leadership development services and programs to VBA field and HQ offices and lines of business.

#### Authorities

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 (ORM) 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

ORM 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.

ORM 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.

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

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

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

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

- Prepares and submits VBA financial statements and other reports, including the Improper Payment Report.
- Researches and corrects accounting errors.
- Ensures that current policies and procedures for programs are implemented.
- Provides detailed accounting business requirements and system testing support to the Finance Services Fiscal System staff.
- Serves as the primary liaison with financial statement auditors and ensures internal control reviews are accomplished.
- Serves as the VBA point of contact for all audit remediation efforts as well as the primary liaison for financial system inspector general activities.

#### 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), located in Austin, Texas, provides financial management support to VA's administrative accounting and housing programs by performing accounting, financial reporting, voucher examining, payments, budget support, verification,

recertification, reclamation, limited payability, and financial advisory services for these national operations.

#### Functions and Activities

ALAC performs Loan Guaranty Accounting for VBA.

- Oversees payment and collection processing, including payments for acquisitions, claims, property sales, and management expenses.
- Reviews LGY financing accounts general ledgers, and performs general ledger and subsidiary records reconciliations as well as system reconciliations to include the SF-224 Statement of Transactions reconciliation.
- Manages vendor receivables and processes all deposits for noncash collections, Lender Appraisal Processing Program (LAPP) fees, and Servicer Appraisal Processing Program (SAPP) fees.
- Processes and reports portfolio loans, transitional housing, loan sales, and Native American Direct Loans (NADL).
- Provides audit support to VBA's Office of Resource Management for internal control audits and financial statement audits.
- Collaborates with VBA's Loan Guaranty Service and VA's Office of Information Technology in the development of automation processes for the loan guaranty and payment systems.
- Provides advice and makes recommendations to program officials concerning all aspects of the financial management including reporting and analysis; conducts special, routine, and periodic reviews and audits of the general ledger processing systems.

ALAC performs administrative accounting for VBA.

- Processes financial transactions for VBA regional offices nationwide. The transactions include budget, obligations, payments, receivables, deposits, accruals, advances, and cost adjustments.
- Reviews VBA financial transaction processing and management system reports for regional offices, VBA management, VACO, and oversight agencies.
- Reviews VBA regional office general ledger accounts and performs general ledger and subsidiary ledger reconciliations.
- Provides oversight and tracking of VBA regional offices aged accounts, including undelivered orders, federal advances, suspense, and accounts receivable.
- ALAC manages VBA's National Finance Training Strategy (NFTS) and training.
- Designs, develops, and implements finance-specific, technical training modules for VBA's support services/financial management community.

- Collaborates with VBA's Office of Management, Office of Facilities and Administration, to design, develop, and deliver administrative-specific, technical training modules for VBA's support services community.
- Coordinates internal ALAC training classes.
- Oversees VBA's Support Services Council (SSC).

ALAC manages VBA's Regional Office Management Assistance Program (ROMAP).

- Assists VBA regional office management in confirming corrective action to address audit findings.
- Assists VBA regional office staff with VA guidance and instruction on management control over finance areas.
- ALAC manages VBA's Centralized Administrative Accounting Transaction System (CAATS).
- Ensures all CAATS system and software design and development functions are carried out appropriately.
- Liaises with VA contracting, information technology (IT), project management (PM), systems testing, independent validation and verification (IV&V), contractor, and other business line staff and management to confirm milestone achievement for application design and development.
- Generates appropriate systems documentation, and oversees / reviews this documentation for consistency across development phases, to authenticate completion of required milestones, and to ensure programmatic adherence to VA's project management / systems lifecycle design approach.

#### Authorities

38 USC § 306 Chapter 77

38 CFR § 2.6(b)

#### *VBA Finance Center (241e)*

#### Overview

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

#### Functions and Activities

The VBA FC provides direction and oversight for VBA:

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



- Manages various accounting and fiscal transactions, and coordinates the utility of financial programs and systems with Hines Information Technology Center (ITC).
- Ensures that officials at the Treasury Regional Financial Centers are informed of scheduling requirements relative to VA benefit payments.
- Manages the maintenance of an internal control network for all benefit payment systems ensuring the reliability and accuracy of the accounting and fiscal data that process through the systems.
- Facilitates Office of Inspector General, Independent Audit and Government Accountability Office personnel in their performance of financial and system audits.
- Serves as liaison for all benefit payment audit documentation requirements.

The VBAFC manages benefit accounting and payment certification for VBA:

- Ensures that all control and subsidiary accounts are reconciled and in balance allowing for the timely certification of all Veterans benefits program payments worldwide.
- Monitors and coordinates the processing of various accounting/fiscal transactions with various internal VA and external Federal agencies, including the Hines ITC, VA Central Office, VBA Office of Resource Management, the Department of Treasury, the Department of Defense, and the Department of Homeland Security.
- Provides technical advice and assistance in establishing and interpreting procedures and improvements to the benefit accounting data processing runs.
- Prepares end-of-month/end-of-fiscal-year trial balance reports for each benefit payment program. Prepares monthly statements of transaction reports for all systems.
- Ensures funding availability in all benefit programs and manages the execution of benefit payment funding.

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

- Apprises VACO and Treasury Department personnel of issues, problems, and the status of initiatives in progress, and provides technical advice to VBA regional office personnel concerning all phases of the recertification process, including the establishment of credits/debits into the payee benefit master records.
- Establishes and implements procedures for processing check cancellations, payment over cancellations, reclamations, reclamation collections, limited payability, and annual reporting fees.
- Prepares correspondence to payees and VBA regional offices regarding chargeback items, and responds to payee inquiries, VBA regional office personnel, and Treasury Department employees regarding status of claims.

- Operates and maintains the “Access” database, Recertification Accounting and Tracking System application and the Benefits Delivery Network Recertification database. VBA-FC 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 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 Enterprise Data Warehouse (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:

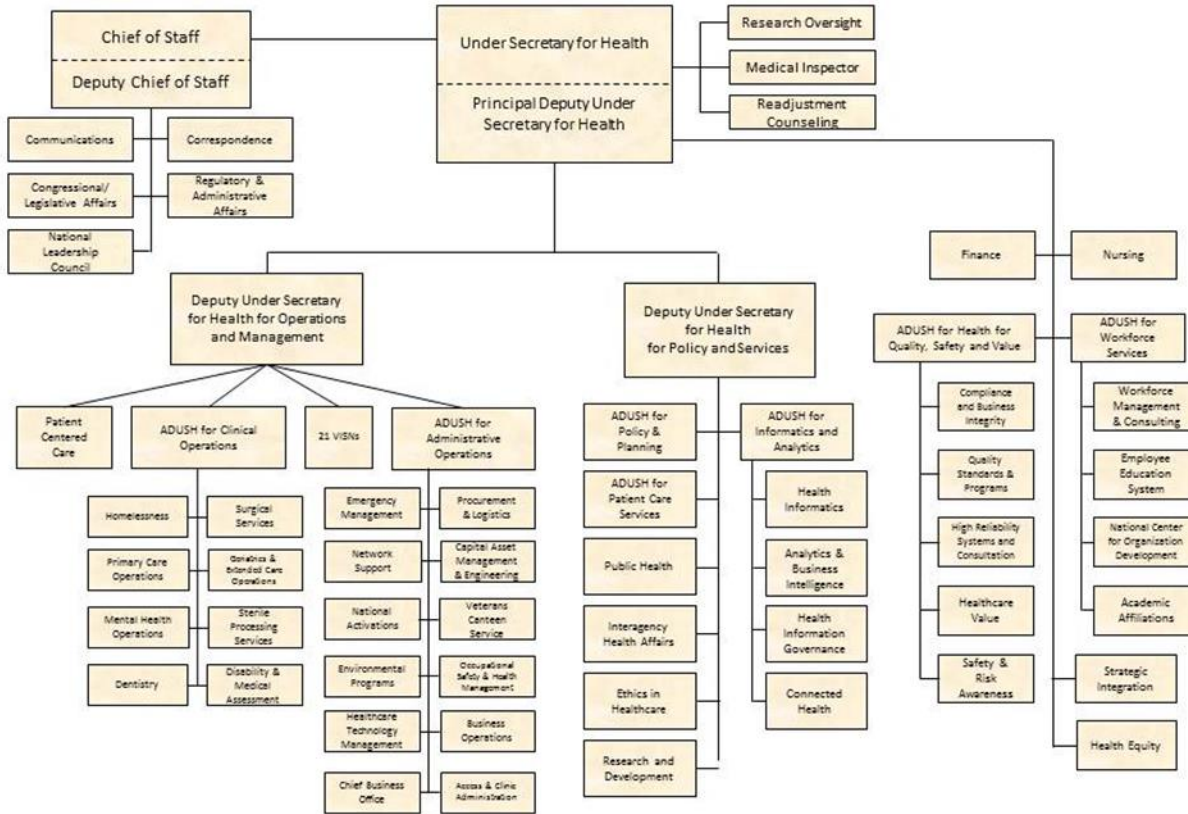
- Coordinates all activities associated with GAO engagements and VA Inspector General audits within VBA.
- Ensures VBA leadership is aware of the status and likely outcome of activities associated with external oversight reviews and audits.
- Coordinates the preparation and delivery of VBA responses 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



### 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 (USH) 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 Department of Health and Human Services (HHS) during times of war or national emergency.

#### Functions and Activities

The 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, Veterans Service Organizations (VSOs), other Federal agencies, and external stakeholders.
- Establishes committees, advisory groups, and review bodies as necessary to provide information and advice to the USH.
- Oversees formulation and execution strategies of VHA policies and budgets, and serves as chair of various boards, committees, and working groups.
- Establishes standards, policies, and positions regarding national workforce issues.
- Develops VHA policies that provide equal treatment of Veterans through the most cost-effective means. Fosters innovation, creativity, and informed risk-taking.
- Establishes policies that monitor the quality of health care with a goal of being a leader in the field of health care delivery.
- Promulgates and communicates policies that articulate VHA's role in national health care reform initiatives.
- Establishes and/or approves standards for VHA research programs, capital asset planning and management, and information management.

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 Initiative – The Mental Health Hiring Initiative 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 implemented an aggressive national recruitment and marketing strategy to increase awareness for mental health employment opportunities. National advertisements through Public Service Announcements (PSAs) were released on [YouTube](#) and distributed to more than 1,000 media outlets.
- National Recruitment Program (NRP) Office, located in New Orleans, LA, 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 VISN Directors, Medical Center Directors, and clinical leadership to develop comprehensive, client-centered recruitment strategies that address current and future needs. 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 <http://www.vacareers.va.gov>. 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 nonclinical 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

### Office of the Chief of Staff (10B)

#### Overview

VHA Office of the Chief of Staff (COS) 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. 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 consistent with VA's current position and strategic direction.
- Works closely and effectively with partners throughout the Department including but not limited to the Office of the Secretary of Veterans Affairs (OSVA), Office of Management (OM), Office of Congressional and Legislative Affairs (OCLA), Office of Public Affairs (OPA), Office of General Counsel (OGC), and Office of Policy and Planning (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. 10B1 houses the Under Secretary's official files, establishes VHA correspondence policy, and provides writing, research, and other administrative support on correspondence matters, including conducting and arranging a variety of training sessions.

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

### Functions and Activities

- Provides timely and accurate responses to inquiries from Congress and affiliated offices (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 media, and the 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. 10B2 creates strategic messages that enable VHA's top leaders to communicate their vision and ideas in a clear and accurate manner to inspire confidence and drive results.

### Functions and Activities

- Create and maintain a consistent VHA communications strategy and message throughout all 10B2 products.
- Regularly assess the communications structure/process to determine 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 messaging consistency 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 OPA. Monitor and advocate for advertising during OPA review and at the VA Advertising Oversight Board, when necessary.
- Monitor functionality of CommSite, an internal centralized SharePoint for Public Affairs Officers to obtain VHA approved communications materials, and ensure adequate resources for continued operations.

### *Office of Voluntary Services (10B2A)*

#### Overview

Office of Voluntary Services (10B2A) builds and leverages the advocacy of Veterans Service Organizations (VSO); 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
- Facilitation of Gifts and Donations
- Communication and Veterans' Advocacy (VSO Liaison)
- Outreach and Collaboration
- Technical Career Field (TCF) Program
- Veterans Affairs Voluntary Service (VAVS) Academy
- Monthly VHA VAVS Calls
- Volunteer Transportation Network
- USH VSO Breakfast Meeting



- VHA/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

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 VHA/10N and in collaboration with VHA/OPIA. This office sustains a communications operational capability and time sensitive processes with 10N/P/A/10B/OPIA and STRATCOMM (strategic communications advisory group for OSVA) 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 OCLA via 10B3 and OGC to the group we closely work with on actions
- OIG/GAO/OSC Communication Summary Sheets

### *Media Management (10B2C)*

#### Overview

VHA Media Management (10B2C) coordinates Internet and Intranet content development and management for field VISNs, VAMCs, and VHACO 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 <http://www.va.gov/health>
- 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

### *Health System Communications (10B2D)*

#### Overview

VHA Health System Communications (10B2D) 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. Our office provides expert communications counsel and information including toolkits, templates, and best practices to program offices and field via initiatives such as CommSite – a major link between VHA Communications and the Public Affairs Officers (PAOs) Community and monthly calls with PAOs. We promote 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 (on-line 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 (on-line 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 (OCLA) 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 Offices of General Counsel (002), the office of the Assistant Secretary for Congressional Affairs (009), and the office of the Assistant Secretary for Financial Management (004) on legislative and oversight issues.

VHA OCLA is responsible for preparing VHA subject matter experts 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 subject matter experts to develop responses to questions from Members of Congress or Committees; monitors congressional liaison activities by reviewing and clearing documents leaving VHA, assisting with congressional meeting preparation, and performing other support functions.
- Reviews proposed Executive Orders, regulations, and directives for consistency with current law and VHA policy.

## The Office of Regulatory and Administrative Affairs (ORAA) (10B4)

### Overview

The primary mission of 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. We also provide 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 two to three year process of review and revision within VA, and obtaining appropriate review and comment from external stakeholders, the Office of Management and Budget (OMB), and the 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 intra- and 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 five 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 & 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 National Leadership Council, which are presented to the Executive Leadership Team for further action;
- Coordinating policies and procedures related to operations and management of the National Leadership Council, 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;

- Providing guidance to over 30 National Leadership Council point-of contacts on fulfilling their responsibilities as National Leadership Council point-of-contacts; and
- Development of strategic plans and short and long-range goals for the National Leadership Council and six National Leadership Council committees.

#### Authorities

38 USC Chapter 73 and applicable Subchapters I-IV

### 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.

ORO Central Office (CO) develops policy and manages ORO's programs. ORO CO provides direct oversight of all VA research activities related to laboratory animal welfare, research safety, research laboratory security, research information security, research misconduct, Government-wide suspension and debarment for research impropriety, Research Compliance Officer (RCO) audits, and RCO education. All VA research programs are based at VA medical centers.

ORO Regional Offices (ROs) provide direct oversight of VA research activities related to the protection of human subjects, including research subjects' privacy and the confidentiality of individually identifiable health information, as well as facility research program administration and oversight. ORO's ROs are located within VA space in four geographic regions:

- • [Midwestern RO](#) (Edward Hines, Jr. VA Hospital, Chicago, IL)
- • [Northeastern RO](#) (Edith Nourse Rogers Memorial Veterans Hospital, Bedford, MA)
- • [Southern RO](#) (Veterans Integrated Service Network 7 Headquarters, Duluth, GA)
- • [Western RO](#) (VA Loma Linda Health Care System, Loma Linda, CA)

#### 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 programs.
- 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 VA Central Office 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 the Office of Research Oversight assists VHA research programs in enhancing and improving their facility Research Information Security Programs so that Veteran research subjects' personal information and other VA research data are appropriately protected.

### Functions and Activities

- Conducts 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 VA research programs as needed

## ORO Research Safety and Animal Welfare Program (10R)

### Overview

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

### Functions and Activities

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

## ORO Research Compliance Education Program (10R)

### Overview

The Research Compliance Education Program (RCEP) provides education and support for facility Research Compliance Officers (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 analyses national quality metrics related to VHA research oversight
- Oversees facility Federalwide Assurances and IRB Registrations and Memoranda of Understanding
- Provides Technical Assistance to VA research facility RCOs as needed.

## ORO Human Research Protection Program (10R)

### Overview

The 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 as indicated above.

### 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 (HRPP)
- Monitors the remediation of non-compliance in human research and R&DC oversight
- Provides Technical Assistance to VA research programs as needed.



### Authorities

PL 108-170 § 401

38 USC 7307

## Office of the Medical Inspector (10MI)

### Overview

The Office of the Medical Inspector (OMI) is an integral element of VHA's oversight and compliance program. Responsible for assessing the quality of VA health care through investigations, national assessments, and audits, the Office of the Medical Inspector (OMI) reports directly to the Under Secretary for Health (USH). OMI was restructured in 2014 to ensure that health care quality and patient safety remain a primary and constant focus. One goal of restructuring is to create a strong internal audit function founded on the core elements of risk assessment, testing critical control points, and for-cause investigation. Taken collectively, OMI's activities help ensure integrity and accountability across VHA's health care system. OMI has often been referred to as the "eyes and ears" of the USH.

OMI's largest line of business is investigating concerns about the quality of health care that VHA provides to Veterans. OMI's investigations are of three types: employee whistleblower allegations referred to VA by the Office of Special Counsel; individual Veteran complaints referred by the Office of the Inspector General (OIG), Congress, or other stakeholders; and site-specific internal reviews directed by the USH. In carrying out these investigations, OMI conducts record reviews, site visits, interviews, and surveys. In each instance OMI produces comprehensive reports containing recommendations for quality improvements to VA medical centers, Veterans Integrated Service Networks (VISNs), and VHA Program Offices. OMI's analysis has changed local and national health care policy and procedures; the office works with VHA leadership, VISNs, and VA medical centers to ensure implementation of corrective actions based on our recommendations.

### Functions and Activities

At the direction of the Office of the Secretary or the USH, OMI conducts health care investigations, documents findings, and produces reports containing recommendations for quality improvements.

- Assembles and leads expanded VA teams made up of clinical investigators, subject matter experts, and human resource specialists
- Performs site visits - meets with VA medical center leadership, conducts record reviews, reviews applicable policies and other documents, interviews staff members, determines validity of complaint
- Briefs VHA leadership on preliminary site visit findings
- Documents findings, conclusions, and recommendations in comprehensive reports
- Circulates draft reports to VA and VHA offices for review and comment
- Convenes panel reviews with key stakeholders to discuss draft reports and reach consensus on conclusions and recommendations

- Distributes final draft reports for concurrence by the Office of Accountability Review, Office of General Counsel, and the Deputy Under Secretary for Health for Operations and Management (10N)
- Coordinates final review and approval of reports with VHA and VHA leadership
- Disseminates reports to the Deputy Under Secretary for Health for Operations and Management (10N) with requests for facility action plans
- Disseminates reports to the Principal Deputy Under Secretary for Health (10A) for VHA program office action plans
- Monitors implementation of VA medical center action plans in conjunction with 10N, and of VHA Program Office action plans with 10A
- Prepares supplemental reports in response to requests from OSC
- OMI conducts national assessments and audits of VHA health care to inform leaders of system-wide issues and opportunities for improvement. In addition, OMI serves as a catalyst for creating an internal audit function within VHA by establishing an organizational infrastructure; acquiring technical, financial, and contractual resources; and initiating system-wide audits.
- Collects and analyzes data generated by assessments and audits, and 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
- Conducts outreach to existing VHA program offices that perform audit and review activities to enhance coordination and collaboration, and to establish guidelines for the conduct of future audits
- Assesses VHA program office resources and technical expertise that could be leveraged for internal audits, i.e., subject matter experts, space, sharing agreements
- Builds new auditing capabilities by integrating audit and investigative functions within VHA
- Identifies system risks and vulnerabilities across the VA health care system by observing patterns and trends among the findings of investigative reports.

#### Authorities

PL 100-322 § 201

### Office of Readjustment Counseling Services (10RCS)

#### Overview

The Office of Readjustment Counseling Services (RCS) Vet Centers welcomes 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 Servicemembers 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. Additional information available at [http://www.va.gov/directory/guide/vetcenter\\_flsh.asp](http://www.va.gov/directory/guide/vetcenter_flsh.asp)

### Functions and Activities

Vet Centers provide individual and group readjustment counseling to assist combat Veterans and 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

## 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 the Deputy Under Secretary for Health for Operations and Management (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 (ADUSH) for Health 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 within 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 planning, programming, and budget execution (PPBE) oversight throughout VHA. Develops policy, program initiatives, and management requirements that align with the VA strategic plan, PPBE, and enterprise wide solutions.
- Oversees investigations and reports from the Office of Medical Inspector, Office of Special Counsel and Office of Research Oversight 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 Central Institutional Review Board for VA research initiatives; the National Action Alliance for Suicide Prevention;

National Priority for Patients with Health and Human Services and the National Quality Forum; and the Patient-Centered Outcomes Research Institute.

## Management Review Service

### Overview

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. Management Review Service:

### Functions and Activities

- Partners VHA subject matter experts 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

## 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 Veterans Integrated Service Network (VISN) leadership in planning strategic activities necessary to support quality patient care, access, cost effectiveness, staff and patient safety, and customer satisfaction. ONS collaborates inter-professionally to enhance and support evidence-based professional practice, workforce research and education, and the VA nursing workforce to strengthen leadership and teamwork 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 RN care managers and other nursing representatives in Patient-Aligned Care Teams (PACT); Advanced Practice Registered Nurses (APRN) 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 (CRNA), Clinical Nurse Specialists (CNS), and Nurse Practitioners (NP), to facilitate consistent APRN practices across states and enhance patient access.

## *Nursing Research and Evidence-Based Practice (EBP)*

### 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 the Office of Research and Development as grant application reviewers, serves as member of quality enhancement research initiative (QUERI) Research and Methods Committee, and QUERI Steering Committees, and with the ONS Centers of Evaluation.
- Disseminates and monitors achievements of VA nurse researchers (publications, presentation, and grants), and provides a directory of VA nurse scientists and EBP champions.
- Collaborates with the Office of Research and Development/Million Veterans Program to create and roll out five genomic nursing online modules.

### *Evidence-Based Practice Program (EBP)*

#### Overview

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

### Functions and Activities

- Conducts ongoing education for direct care nurses and nurse leaders in basic principles of evidence-based practice and the EBP process of identifying and implementing evidence-based interventions. 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 Evidence-Based Practice 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 Evidence-Based Practice 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 TMS 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.
- Develops and implements mentoring program for nurse executives.
- Partners with 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 the Office of Academic Affiliation 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

## Office of the Assistant Deputy Under Secretary for Health for Workforce Services (10A2)

### Overview

The Office of the Assistant Deputy Under Secretary for Health (ADUSH) 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 more than 298,000 VHA employees and more than 120,000 trainees in areas including human resources, training, education and professional development.

- Responsible for advancing VHA’s strategic position on personalized, proactive and patient centered health care delivery and clinical workforce management.
- 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 Organization Development (NCOD) – headquartered in Cincinnati, OH.
  - Office of Academic Affiliations (OAA).
- 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 (WMC/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, 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 [Equal Employment Opportunity /Affirmative Employment Office \(EEO/AEO\)](#) provides guidance on EEO/AEO regulations and assists management in creating and maintaining a work environment based on the principles of EEO – trust, dignity, respect, and removal of barriers to enable employees to achieve their highest potential.
  - The [VHA Office of Diversity and Inclusion \(ODI\)](#) advances diversity, cultural competency and inclusion within VHA. The office supports the VA Diversity and Inclusion Strategic Plan through programs that focus on patient-centric health care delivered by engaged teams.

- The [Human Resources Management \(HRM\)](#) Group provides oversight, accountability and responsibility for implementation of VHA HR policy, VHA operational guidance for Title 38 and Hybrid Title 38, VHA Senior Executive performance management and Executive Development, VHA awards, VHA Senior Executive recruitment, VHA development of HR competencies and represents VHA in all national labor relations.
- The [Healthcare Talent Management \(HTM\) Office](#), located in Oklahoma City, OK; New Orleans, LA; and Little Rock, AR, 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.
- The [Healthcare Recruitment and Marketing Office \(HRMO\)](#) located in New Orleans, LA, provides programs, services, and tools that enhance recruitment and retention of clinicians, allied health, and support staff.
- [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, travel card programs, along with 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 \(EES/10A2B\)](#)

#### Overview

The Employee Education System has a headquarters function in Washington, DC, and ten field-based offices located in: Birmingham, AL; Cleveland, OH; Crystal City, VA; Little Rock, AR; Long Beach, CA; Minneapolis, MN; Northport, NY; Orlando, FL; Salt Lake City, UT; and St. Louis, MO. EES supplies training solutions to achieve the goals and objectives of VHA's strategic plan. Operationally, EES partners with clients in VHA's program offices, Veterans Integrated Service Networks (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's use of "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 lifecycle 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 holds 13 national and 2 state accreditations/approvals for continuing education in the healthcare professions.
- 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: and
- EES serves as managing partner for the Federal Healthcare Training Partnership (FHTP) consisting of agencies (including Department of Defense) that collaborate and share continuing medical education training programs amongst partner organizations with a clinical, public health training mission. EES shares free continuing medical education training programs on the VHA TrainingFinder Real-time Affiliated Integrated Network (TRAIN). TRAIN is a service of Public Health Foundation and operates through collaborative partnerships with state and federal agencies, local and national organizations, and educational institutions.

### *National Center for Organization Development (NCOD/10A2C)*

#### Overview

National Center for Organization Development, headquartered in Cincinnati, OH, 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 assessment; 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 Executive Team Assessment and Leadership Team Assessment Instrument 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 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 (OAA/10A2D)*

#### Overview

The Office of Academic Affiliations is headquartered at VACO and has multiple field-based staff that oversee VA's statutory mission to train health professionals. OAA provides leadership, advice, and subject matter expertise across the full range of VHA's health professions education programs, including trainee education policy, training budget development and execution, and academic affiliation relationships.

### Functions and Activities

- Ensures VHA's trainee educational programs are relevant to both VHA and national clinical workforce needs and holds responsibility for the development, analysis, oversight and evaluation of all policies, guidelines and programs relating to health professional trainees and academic affiliation matters.

- Develops strategic and operational alliances with key stakeholders, including VA medical facilities, other VHA program offices, VA Staff Offices, academic affiliates, accreditation and credentialing bodies, other Federal agencies, and professional societies.
- Fosters excellence and innovation in trainee education through transformative learning projects.
- Provides guidance, mentoring, and development opportunities to field education leaders, and collaborates with other Workforce Services program offices on workforce development and succession planning.

#### Authorities

38 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

### 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 functions and tasks are carried out.

#### Functions and Activities

### Financial Management and Accounting Systems Office (10A3A)

#### Overview

The Financial Management and Accounting Systems Office (located in Washington, DC and Austin, TX) 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.

## Functions and Activities

### *Financial Management & Accounting Policy*

#### Overview

Financial Management and Accounting Policy 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, the GAO, Treasury, and VA requirements; publishes policy and procedures; and provides accounting and financial management guidance.

### *Financial Analysis & Oversight*

#### Overview

Financial Analysis and Oversight 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 (located in Washington, DC and Braintree, MA) 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 & 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 the Deputy Secretary of VA, and the monthly execution and enrollment report for the OMB. Manages annual budget execution for the VHA Headquarters (Station 101).

- 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 (located in Washington, DC and Austin, TX) reviews, audits and oversees special program fiscal performance, compliance with fiscal policy and Federal accounting rules, and clarifies applied finance guidelines.

### 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
- 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), located in Washington, D.C. and Bedford, MA, 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.

### Functions and Activities

- Responsible for the complete, accurate and timely processing of all VA Cost Data
- Ensures that MCA business practices and data processing have the highest level of standardization and transparency



- Provides detailed subject matter expertise to the entire VA financial community, as well as VHA clinicians at all levels
- Provides web master services to the DSS Reports Web Site, to include the development and maintenance of technically sophisticated (and content rich) web reports and data cubes
- Delivers an effective-user education and training program to, both headquarters and field staff at all levels.

#### Authorities

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

### Office of the Assistant Deputy Under Secretary (ADUSH) for Health for Quality, Safety and Value (10A4)

#### Overview

The Office of the Assistant Deputy Under Secretary (ADUSH) for Health 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. The office allows VHA to provide the best health care value to Veterans by enabling innovative, enterprise-wide approaches to compliance, risk awareness and continuous improvement.

#### Functions and Activities

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

### Office of Compliance and Business Integrity (10A4A)

#### Overview

The Office of Compliance and Business Integrity (CBI/10A4A) 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 (10A4B) 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.

### Functions and Activities

#### *Integrated External Accreditation Program*

### Overview

#### Functions and Activities

- The Integrated External Accreditation Program manages all accreditation activities leading to successful certification by accrediting bodies.
- 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 URAC (formerly, Utilization Review Accreditation Commission).
- Provides education and support of field's continuous readiness efforts through management and coordination of 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 (UM)*

#### 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 (HSIPC)*

#### 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 (CPG) Program*

#### Overview

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 the Department of Defense (DoD) to develop evidence-based practice guidelines to be used within VA and DoD. VA/DoD guideline-development work is conducted under the auspices of VA/DoD Evidence-Based Practice Working Group (EBPWG), which is chartered by VA/DoD Health Executive Committee (HEC).
- Identifies and assesses opportunities to improve the adoption of evidence-based clinical practices through the coordination and sharing of health-related services and resources between the Departments.
- Champions the integration of evidence-based clinical practice into current developing information systems.
- Fosters integration of evidence-based practice into VA/DoD initiatives related to health promotion, disease prevention, and wellness initiatives.
- Assesses the effectiveness of implementation and makes recommendations to maximize performance improvement.

## High Reliability Systems & 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.

### Functions and Activities

#### *Systems Redesign and Continuous Improvement Program*

### Overview

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 (VERC)*

### 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. The VERC program is co-located and managed via four individual sponsoring facilities. These facilities include: the Midwest Mountain VERC (Center for Health Engineering) - Albuquerque VAMC; the VA-CASE VERC – Indianapolis VAMC; the New England VERC – Boston VAMC; and the VA Pittsburgh VERC – Pittsburgh VAMC.

### 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 & 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.

### Functions and Activities

#### *National Center for Patient Safety (NCPS)*

### Overview

The National Center for Patient Safety (NCPS), located in Ann Arbor, Michigan, ensures 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 (ERM)*

#### 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. Thus, the value proposition of ERM within the VHA is that it contributes to:

### Functions and Activities

- 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

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 members have the psychological safety to express quality of care concerns. The quality improvement platforms aligned within VHA QSV Risk Management are but one component of an integrated enterprise risk management program. Risk management professionals in VHA are facilitators of change, proactively seeking opportunities to support the goal of improved patient care. 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 (OMLA)*

##### Overview

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

### Functions and Activities

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

## 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 the Planning, Programming, Budgeting and Execution (PPBE) process in VHA and serves as principle liaison to VA's Office of Policy and Planning and Corporate Analysis and Evaluation on matters relating to the VHA PPBE process.
- Serves as principal liaison to VA's OPP and the enterprise Program Management Office 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.

## 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

- OHE 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 the 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 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

## 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 (DUSHPS) 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 agency priority goals (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 Operations and QSV arms of the organization.

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.

## Authorities

38 USC Chapter 73

## Office of the Assistant Deputy Under Secretary for Health for Policy and Planning (10P1)

### Overview

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

### Functions and Activities

#### *Policy Analysis and Forecasting (10P1A)*

### Overview

Facilitates the delivery of high-quality health care by providing analytics to support policy decisions and advance system effectiveness. Aligned under Policy Analysis and Forecasting, there are two field sites: the Planning Systems Support Group (PSSG) is located in Gainesville, FL, and the Medicare and Medicaid Analysis Center (MAC) is located in Boston, MA.

### Functions and Activities

- 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.

#### *Strategic Planning and Analysis (10P1B)*

### Overview

Strategic Planning and Analysis (10P1B) ensures Veterans and their families have access to high-quality health care services through effective and integrated systemwide strategic planning. Aligned under

Strategic Planning and Analysis is the Healthcare Analysis and Information Group (HAIG), located in Milwaukee, WI.

#### Functions and Activities

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

#### *Rural Health (10P1R)*

##### Overview

Increases access to quality health care services for Veterans residing in rural and highly rural areas.

#### Functions and Activities

- 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)

#### Office of the Assistant Deputy Under Secretary for Health for Informatics and Analytics (10P2)

##### Overview

The Office of Informatics and Analytics/10P2 (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.

## Functions and Activities

### *Health Informatics (HI)/10P2A*

#### Overview

HI is the focal point for advancing VA's Electronic Health Record (EHR) 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

- Health Informatics Initiative (hi<sup>2</sup>): 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 Virtual Lifetime Electronic Record (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 (ABI)/10P2B*

#### Overview

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 (HIG)*

#### Overview

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' electronic health records (EHR) 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 the FOIA, Privacy Act, Title 38 confidentiality statutes and 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 CDW, Master Veteran Index (MVI), and other key initiatives (e.g., VistA Evolution, eHealthWay, Veterans Relationship Management (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 on-site access to current and authoritative resources to VACO employees, assisting them in making evidence-based decisions

### *Connected Health Office (CHO)/10P2D*

#### Overview

Collaborates with partners throughout VA to leverage technology and innovation to transform care delivery; 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 VA's Office of Information Technology (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
- VHA Innovation Program: Fosters the emergence of health care innovations, including solicitation of innovative ideas via employee and industry competitions

### *Strategic Investment Management (SIM)/10P2E*

#### Overview

SIM 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 Planning, Programming, Budgeting, and Execution (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 (PSO)/10P2F*

#### Overview

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, web sites, 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 VA Central Office and field staff, with over 300 training sessions available on OIA's own virtual learning platform <http://www.myvehucampus.com>.

### Authorities

38 USC Chapter 73 and applicable Subchapters I-IV

The Privacy Act of 1974

The Paperwork Reduction Act (PRA) of 1980

The Health Insurance Portability and Accountability Act (HIPAA) of 1996

The Government Paperwork Elimination Act (GPEA) of 1998

The Electronic Government Act of 2002

The Federal Information Security Management Act (FISMA) of 2002

The Health Information Technology for Economic and Clinical Health (HITECH) Act of 2009

The Patient Protection and Affordable Care Act (PPACA) of 2009

Freedom of Information Act (FOIA)

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

## 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 (10P3A) 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, and Traumatic Brain Injury and Open Burn Pit registries.

### *Clinical Public Health (10P3B)*

#### Overview

Clinical Public Health (10P3B) 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) and 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 (10P3C) 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 (10P3D) 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

## 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 (ADUSH) for Patient Care Services 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 (CM&SWS/10P4C)

### Overview

Care Management and Social Work Services (CM&SWS/10P4C) supports and advances the mission of VHA by providing comprehensive and specialized psychosocial support services to 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. Care Management and Social Work Services are delivered by field based staff located in every VA Medical Center. 10P4C develops policy and oversight of the six national programs that are organizationally aligned to the service. In addition, one of the fundamental roles of 10P4C is providing support to field based staff in the delivery of care.

### Functions and Activities

- Provides caregiver support services nationwide to ensure Veterans and their family caregivers have access to services and programming to support them in their role as family caregivers.
- 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 Operation Enduring Freedom/Operation Iraqi Freedom/Operation New Dawn (OEF/OIF/OND) as they transition from DoD to VA.
- Provides comprehensive and specialized psychosocial support and transition assistance to Veterans during reintegration into their home communities and throughout the continuum of their VA care.
- Serves as Lead Coordinator by providing case management for ill and injured 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.

### *Diagnostic Services (10P4D)*

#### Overview

Diagnostic Services (10P4D) provides subject matter experts 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*

#### Overview

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

#### Functions and Activities

- 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.
- PLMS' National Enforcement Office 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*

#### Overview

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.

#### Functions and Activities

- 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

### Overview

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.

### Functions and Activities

- 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

### Overview

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

## *The Geriatrics and Extended Care Service (GEC/10P4G)*

### Overview

The Geriatrics and Extended Care Service (GEC/10P4G) 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 Geri-PACT](#) (formerly Geriatric Primary Care) offer interdisciplinary inpatient or outpatient services to elderly patients that help clarify whether – and if so what – 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.
- [Geriatric Research, Education, and Clinical Centers \(GRECC\)](#) collaborates to increase health care providers' basic knowledge of aging and improves the quality of care through development and evaluation of improved model of clinical services, and a wide variety of educational activities targeting VA staff and trainees from the full range of health disciplines.

GRECC locations:

- New England GRECC (sites at Boston and Bedford )—VISN 1
- Bronx GRECC—VISN 3
- Pittsburgh GRECC –VISN 4
- Baltimore GRECC—VISN 5
- Durham GRECC—VISN 6
- Birmingham/Atlanta GRECC—VISN 7
- Miami GRECC—VISN 8
- Gainesville GRECC—VISN 8
- Tennessee Valley GRECC (sites at Nashville and Murfreesboro)—VISN 9
- Cleveland GRECC—VISN 10
- Ann Arbor GRECC --VISN 11
- Madison GRECC – VISN 12
- Little Rock GRECC—VISN 16
- San Antonio GRECC –VISN 17
- Eastern Colorado GRECC—VISN 19
- Salt Lake City GRECC –VISN 19

- Puget Sound GRECC (sites at Seattle and American Lake)—VISN 20
  - Palo Alto GRECC –VISN 21
  - Greater Los Angeles GRECC—VISN 22
  - Minneapolis GRECC—VISN 23
- [Purchased Long Term 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 (SCS/10P4E)*

#### *Overview*

Specialty Care Services, formerly Medical-Surgical Services (SCS/10P4E) 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. While the directors of the various programs may be field based, the services are generally available at all care settings. All programs fall under the ADUSH, Patient Care Services, which is under the umbrella of the DUSH for Policy and Services. 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.
- [Endocrinology](#) addresses the diagnosis and management of disorders of the endocrine system—the most common of which are diabetes, thyroid, bone, parathyroid, adrenal glands, and gonadal function. An ambulatory based specialty, endocrinologists provide consultative services in VA medical facilities.
- [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 the 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, prevention of healthcare-associated infection (HAI), infection prevention and control, and biosurveillance 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 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 providers.
- [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** The Neurology Program 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 two (2) - **Multiple Sclerosis Centers of Excellence** (MSCoEs: Baltimore and Portland/Seattle); six (6) - **Parkinson's Disease Research, Education, and Clinical Centers** (PADRECCs: Philadelphia, Richmond, Houston, Portland/Seattle, San Francisco, and West Los Angeles VAMCs and have 53 affiliated spoke facilities ); and four (4) regional **Epilepsy Centers of Excellence** (ECoEs: Baltimore, Durham, Madison, WI, and West Los Angeles, and have 12 tightly affiliated facilities, and an additional 63 affiliated spoke facilities). Each Congressionally legislated (2006 PADRECCS, 2008 ECOEs and MSCOES) Hub Center of Excellence is connected to a network of affiliated consortium and regional sites to form a nationwide hub and spoke system of care, including telehealth and consultation, for Veterans diagnosed with these conditions. Neurology Services collaborates with Emergency Medicine and Rehabilitative Services on the treatment of stroke and Traumatic Brain Injury (TBI). Neurology Service has handbooks for Amyotrophic Lateral Sclerosis (ALS or Lou Gehrig's disease), and Multiple Sclerosis.
- **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 (MHS/10P4M)*

#### Overview

Mental Health Services (MHS/10P4M) facilitates the improvement of quality and availability of a full continuum of mental health services, including prevention, outpatient and inpatient treatment, recovery, and rehabilitation services in order to promote optimal mental health and quality of life, and reduce illness, death, disability and cost resulting from mental and substance use disorders (SUD) 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, geriatric mental health, 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 and SUD Centers of Excellence (CoE).
- The MIRECCs and other CoEs are field-based programs and are located across the country. The National Center for PTSD has 7 divisions across 5 locations, with the Executive Division at White River Junction, VT, and other divisions in Boston, West Haven, Palo Alto, and Honolulu. 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, Indian Health Service, 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.
- [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.

- Trains VA mental health clinicians in evidence-based psychotherapies that treat posttraumatic stress disorder, depression, substance abuse, serious mental illness, insomnia, chronic pain, and relationship distress as well as to build motivation for change.
- The [Suicide Prevention Program](#) uses an integrated approach to ensure that Veterans at risk for suicide have ready access to high-quality care. The program includes local and national outreach efforts; suicide prevention and crisis intervention education; collaboration with public/private partners; access points for Veterans in crisis; two hubs of expertise in the area of suicide prevention research; and an enhanced care delivery system for Veterans at high risk for suicide.

### *National Center for Health Promotion and Disease Prevention (NCP/10P4N)*

#### Overview

National Center for Health Promotion and Disease Prevention (NCP/10P4N), a field-based office in Durham, NC, promotes personalized, proactive, Veteran-driven care by advocating for health promotion, disease prevention and patient health education, and advising VA leadership on evidence-based health promotion and disease prevention policy.

#### Functions and Activities

- Provides programs, education, resources, coordination, guidance, and oversight for field staff to prevent illness and enhance health, well-being, and quality of life for Veterans.
- Trains and supports field-based prevention staff, including facility-level Health Promotion and Disease Prevention Program Managers, Health Behavior Coordinators, Veterans Health Education Coordinators, MOVE! Program Coordinators, and VISN-level health promotion and disease prevention leaders.
- Provides facility support for preventive care by training and coaching clinical staff in patient-centered communication, health coaching, and motivational interviewing, and by assisting clinical staff to integrate health education, health promotion, and disease prevention resources and services into care.
- Coordinates the development, approval, and dissemination of VHA Clinical Preventive Services Guidance Statements, which inform clinical staff about recommendations regarding clinical preventive services.
- Partners with colleagues within and outside of VA to identify and disseminate personalized health education, health promotion, disease prevention resources, and tools for Veterans and VA staff, including the Veterans Health Library and the health risk assessment called the "Healtheliving assessment.-" NCP is responsible for MOVE!, VHA's weight management program. MOVE! is a comprehensive, evidence-based, population-approach to multidisciplinary weight management and is available to Veterans via in-person visits, telephone lifestyle counseling, home telehealth, clinical video teleconferencing, and the recently-released MOVE! Coach mobile app.

- Produces a variety of communication products, including quarterly newsletters, annual highlights reports, staff and patient education materials, training videos, websites, and other products.
- Conducts clinical demonstration projects for new clinical programs related to health promotion and disease prevention.
- Evaluates its programs, trainings, and other resources to ensure they are high quality and effectively meets the intended goals.

### *Pharmacy Benefits Management (PBM/10P4P) Services*

#### Overview

Pharmacy Benefits Management (PBM/10P4P) Services is located in Washington, DC, and has several programs decentralized throughout the country to provide organizational and clinical leadership to VHA Pharmacies, as well as support to other healthcare providers, to facilitate the highest quality care to veterans by ensuring safe, effective, and medically necessary 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 \(CMOP\)](#) has facilities located in Leavenworth, KS, Tucson, AZ, Chelmsford, MA, Dallas, TX, Murfreesboro, TN, Hines, IL and Charleston, SC. The CMOP processed 119 million outpatient prescriptions in FY 2014, approximately 80 percent of all outpatient prescriptions dispensed by VHA. In addition, CMOP fills prescriptions to one DoD site, 27 Indian Health Service sites, and 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, located in Cheyenne, WY and Dublin, GA, 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 VA Medical Centers (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. The office provided subject matter experts 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 also authored sections of the VA National Workforce Succession Strategic Plan. This office 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 3,050 pharmacists practicing under a scope of practice throughout the nation, a 43% 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 (10P4J) provides periodic review of VA qualification standards and clinical practice policy development for physician assistants. The program office 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 (10P4F) oversees program and policy development for primary care in VHA. VA Primary Care honors America's Veterans by providing quality and accessible primary care to all Veterans. It promotes patient-centered care that focuses on an integrated, comprehensive approach to health care; Primary Care Services plays a significant role in the implementation of Patient Aligned Care Teams

(PACTs) nationwide. 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 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 (10NA)
- 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 (10P4H) 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

The Office directly 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 (10P4R) 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

The national programs and services provided under Office of Rehabilitation and Prosthetic Services include:

- 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.
- This office 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 (SCI/D/ 10P4S) Services*

#### Overview

Spinal Cord Injury and Disorders (SCI/D/ 10P4S) 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 (10P4T) 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 for care 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 /10P4W oversees program and policy development for women's health in VHA and provides strategic support to implement positive changes in the provision of care for all women Veterans. WHS works to ensure that timely, equitable, high quality, comprehensive health care services are provided in a sensitive and safe environment at VA facilities nationwide. WHS programs include comprehensive primary care, women's health education, reproductive health, communication, and partnerships.

#### Functions and Activities

- Transforms health care delivery for women Veterans using a personalized, proactive, patient-centered model of care.

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

### *National Health Physics Program (NHPP/ 10P4X)*

#### Overview

National Health Physics Program (NHPP/ 10P4X) provides regulatory oversight for radiation safety while providing health and medical physics consultation throughout the Veterans Health Administration (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.

#### Authorities

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

### 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. The Office supports a VA intranet website with information on VA/DoD sharing activities, Joint Incentive Fund (JIF) projects, and TRICARE support efforts. The VHA/DoD Liaison Office leads the coordination of activities with DoD Health Affairs (HA) to ensure that the bi-monthly Health Executive Council (HEC) meetings occur reflecting emerging concerns and priorities regarding VA and DoD. The 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:

- Evaluate opportunities for DoD/VA sharing based on outcomes of OMB directed Modernization and Comparative Studies.
- Serve as a bridge between VA and DoD to improve communications through monthly training and on-line courses for VAMC and VISN staff on TRICARE referrals, authorizations, billing and processes for DoD collaboration and sharing.
- Manage Joint Incentive Fund (JIF) program; coordinate proposal submission; project recommendation; oversee fund allocation; and monitor 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 (WG), to include their contributions to the 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 Under Secretary for Health (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 (HA) staff and VA's Office of Policy and Planning (OPP).

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

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

IHA prepares the HEC portion of the VA/DoD Joint Strategic Plan (JSP):

---

- Collaborates with DoD HA staff to develop joint strategic goals, which guide the content of the JSP based on Co-Chairs' guidance.
- Collaborates with the DoD HA staff to provide guidance to HEC Work Groups Co-Chairs and Centers of Excellence (CoEs) points of contact 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 WGs 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 (AR) to Congress on the VA/DoD JSP.

- Reviews mid-year HEC WG updates to the HEC on progress toward successful completion of the JSP Smart Objectives and discusses any gaps with WG Co-Chairs to assure that due dates are met or explanations are provided when due dates are not met.
- Collaborates with the DoD HA staff to provide guidance to HEC Work Groups Co-Chairs and Centers of Excellence (CoEs) points of contact at the initiation of AR preparation cycle
- Coordinates with DoD HA staff, the annual reports from each HEC WG that convey progress towards meeting JSP objectives.
- Consolidates all WG 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 (P&O) 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 JEC's Joint Strategic Plan (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 two-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 subject matter experts Department wide, 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).

It also reports out on VA Homeless Stand Down events, Veterans Employment outreach events, and 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, 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 subject matter experts 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 YRR-related tasks.

IHA coordinates and supports VA's foreign dignitaries' visits to VHA in coordination with VA Office of Public Affairs (OPA).

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

IHA supports VHA Veterans outreach efforts.

- Serves as VHA's lead office in collaboration with OPA, 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 OPA.

- Ensures outreach information is current and readily available for OEF/OIF/OND or disseminates programs and activities through social media and website postings on <http://www.oefoif.va.gov>.
- 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

IHA coordinates and supports VA's foreign dignitaries' visits to VHA in coordination with VA Office of Public Affairs (OPA).

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

#### 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

## 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 the field.
- 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 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

## Office of Research and Development (10P9)

### Overview

The VHA Office of Research and Development (ORD) advances knowledge to improve each Veteran's health and well-being through preclinical, clinical and health services, and rehabilitative research. ORD aspires to discover knowledge, develop VA researchers and health care leaders, and create innovations that advance health care for our Veterans and the Nation. ORD improves the lives of Veterans through health care discovery and innovation. The Office of Research and Development is located in VA Central Office (Washington, DC). ORD is administratively managed in four research service areas, as listed below, and several supporting program offices. VA investigators who apply for funding from ORD are located at VA facilities across the country.

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, is 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 amyotrophic lateral sclerosis (ALS).
- Methodologies to identify health concerns associated with exposure to environmental agents and advance related health care of affected Veterans.
- Posttraumatic Stress Disorder (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 “Million Veteran 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.

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

- 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 the Office of Research and Development, 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 VA Medical Centers 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

## 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 (DUSHOM) 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, Veterans Service Organizations (VSOs), the 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

## 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.



## Functions and Activities

### *Office of Emergency Management (OEM/10NA1)*

#### Overview

The Office of Emergency Management (OEM/10NA1) is responsible for the development and implementation of the VHA Comprehensive Emergency Management Program (CEMP). VHA OEM supports field operations from its headquarters in Washington, DC and Martinsburg, WV. VHA OEM field staff provide direct support to VHA facilities via regional and area emergency managers stationed at VISNs and VAMCs throughout the country.

#### Functions and Activities

Utilizing CEMP, VHA OEM ensures the continuity of healthcare operations during disasters and other contingencies. Additionally, VHA OEM provides direct program support to the Law Enforcement officers via the office of the VHA Chief of Police. VHA OEM's mission essential functions are spread over four major areas:

- Directly supports VHA facilities before, during and after incidents and events by providing subject matter expertise in the development, evaluation and execution and of response plans
- Coordinates responsibilities under the *National Response Framework* in preparation for and response to a national disaster
- Provides strategic guidance and policy development for comprehensive emergency management
- Provides direct decision support to senior leadership during crisis management via the Integrated Operations Center

### *Procurement and Logistics Office (P&LO/10NA2)*

#### Functions and Activities

- The Procurement and Logistics Office awards contracts in support of VHA requirements; it 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.

#### OFFICE OF NETWORK SUPPORT (10NA3)

##### Overview

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.

##### Functions and Activities

- 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 (OCAMES/10NA5)*

##### Overview

The Office of Capital Asset Management and Engineering (OCAMES/10NA5) provides VHA's guidance, oversight, and technical support for capital initiatives and engineering operations. Programs within this Office include Major Construction, Minor Construction, Non-Recurring Maintenance (NRM), Clinical Specific Initiatives (CSI), Leasing, Sharing Use of Space, Enhanced Use Leasing, Energy, Fleet, Engineering Operations, and State Home Construction Grant Program.

##### Functions and Activities

- Provides professional engineering and capital expertise.
- Provides direction, guidance, and policy for capital and engineering programs.
- Develops budget requests for construction programs.
- Manages VHA's space inventory.
- Manages and prioritizes State Home Construction grant funding.
- 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 (10NAO) 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 liaison with 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/10NA6)*

#### Overview

Veterans Canteen Service (VCS/10NA6), headquartered in St. Louis, MO, 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. Canteens are located at every VAMC and some of the larger CBOCs.

#### 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)*

#### Overview

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

#### Functions and Activities

- 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/10NA8)*

#### Overview

#### Functions and Activities

Occupational Safety and Health, and Green Environmental Management Systems (GEMS/10NA8) Programs is responsible for the following functions:

- 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, and Health (OSH) fire protection, industrial hygiene, environmental compliance, and Green Environmental Management System (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, and VA senior leadership, and other organizations.
- Provides guidance to both senior leadership and staff in the field in the development of novel and enterprisewide solutions that ensure compliance, mitigate identified issues, and 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 (10NA8) 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 (HTM/10NA9)*

#### Overview

Healthcare Technology Management (HTM/10NA9) is responsible for providing oversight, guidance, and biomedical engineering consultation regarding medical equipment and clinical technology in VHA. The Office 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 (10NA10) 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 subject matter experts to provide excellence in health care operations and administration. Headquartered in Washington, DC, CBO has field offices in Atlanta, GA, Topeka, KS, and Denver, CO.

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.

## Workforce Management

### Overview

CBO Workforce Management supports the delivery of VA Chief Business Office programs through human resources management, employee and leadership development, and related consultative services. Workforce Management is aligned under the VA Chief Business Office and supports managers and employees in CBO's headquarters, Revenue Operations, Purchased Care, and Member Services business lines. Workforce Management also provides workforce support services to field-based entities of VHA's Pharmacy Benefits Management and Office of Finance organizations. Workforce Management staff work primarily from Topeka, Kansas with HR liaisons staffed at all CBO regional locations across the United States.

## Budget and Finance

### Overview

CBO Budget, Finance and Contract Support organization supports the functions related to the three core components of the CBO: Member Service, Revenue Operations and Purchased Care. Additionally, CBO Budget and Finance supports the CBO Headquarters business lines to include Business Policy, Workforce Management and Executive staff. Administers and Oversees CBO Specific Purpose Budget of \$9.5B, \$10B Choice Budget, 8,600 FTE, CBO-Wide Contracts, manages and administers VACO CBO SharePoint sites, COOP, building and emergency management and training, and the CBO travel portal with standard application in all CBO organizations

## Business Policy

### Overview

CBO 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.
- 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.

### Strategy and Performance Management

#### Overview

The Office of Strategy and Performance Management (OSPM) is aligned under the Chief Business Office (CBO). OSPM is the strategic arm of CBO, with responsibility for managing and coordinating Strategy, Risk Management, Internal Controls and Performance Improvement. OSPM serves CBO by supporting strategic efforts across all three of CBO's Business lines: Revenue Operations, Purchased Care and Member Services, as well as the offices of Workforce Management, Budget and Finance and Business Policy. OSPM manages CBO's strategic planning activities by working collaboratively with VHA and VA Strategic Planners.

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.

### Chief Business Office Revenue Operations

#### Overview

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

- **eBusiness Solutions:** Manages the development, implementation and ongoing support of VA's Electronic Data Interchange applications in support of revenue generation from third party payers.
- **Finance and Logistics:** Oversees activities related to budget and financial management of Revenue Operations.
- **Operations:** Consolidated Patient Account Centers (CPAC) use innovative business processes to deliver revenue services that enhance Veterans health care. There are seven consolidated centers across the country located in Asheville, NC; Smyrna, TN; Middleton, WI; Orlando, FL; Lebanon, PA; Leavenworth, KS; and Las Vegas, NV; who 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.
    - Provides standardization and model efficiencies to demonstrate progress toward achieving increasingly challenging targets.



- **Payer Relations:** Supports payer relations activities with private sector health insurance companies at the national and regional levels.
- **Quality and Performance:** Oversees activities related to business process standardization through policy analysis, business information, operational risk management and internal controls, performance management, quality assurance monitoring and continuous process improvement.
- **Revenue Systems Management:** Develops business requirements, provides business engineering management, and implements innovative solutions for the purpose of improving revenue operations effectiveness and efficiency.

### Chief Business Office Member Services (MS)

#### Overview

Chief Business Office 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

#### Overview

The mission of the Department of Veterans Affairs (VA) Health Eligibility Center (HEC), located in Atlanta, GA, is to enroll eligible Veterans who apply for VA health care. To accomplish this mission, the HEC manages and directs operational activities related to VA health care eligibility and enrollment, including income verification for health benefits that are tied to financial needs assessments. The HEC partners with VA medical centers to process, verify and determine enrollment in VA's health care system. The HEC sponsors and manages the implementation of changes to enrollment practices, including systems changes to streamline and improve enrollment processes and outcomes, and controls and maintains the enrollment database that is the authoritative source for VHA enrollment data. It also 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 Affordable Care Act.
- Manages the Veteran Health Identification Card (VHIC) program.

- Manages the VA Dental insurance program.

### CBO Systems Management (CSM)

#### Overview

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

- 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 Service members 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)

#### Overview

VHA Health Resource Center (HRC) all business lines are located in Topeka, Kansas, Waco, Texas, and Canandaigua, NY and provides customer service and support to Veterans, their beneficiaries, caregivers, other government agencies and the general public regarding VA health benefits, eligibility, billing and pharmacy-related inquiries. HRC also assists with a variety of other interests within the Department of Veterans Affairs (VA), such as disaster support, payroll administration and technical support. HRC has

served as a national point of contact for VA in support of Veterans and related administrative initiatives since 2002. HRC employs over 900 people, and responded to over 6 million Veteran inquiries by way of phone, email, and web chat.

### Functions and Activities

- *National Call Center Homeless Veterans* (NCCHV) located in Canandaigua, NY was established in March 2010 to promote timely and coordinated access to VA services for homeless Veterans per VHA Director 10-43. NCCHV operates 24 hours a day, 7 days a week to connect Veterans with needed homelessness services and to provide callers with information on homelessness assistance and other VA services and benefits. NCCHV realigned under HRC in March 2015.
- *National First Party Contact Center* (FPCC) responds to inquiries and resolves issues from Veterans and family members regarding VA health care and medication copayment charges through phone and secure messaging. First Party also facilitates Veterans in paying their VA bill online through Pay.gov. for questions regarding a VA bill, Veterans may call the toll-free number printed at the top of their Veteran Patient Statement.
- *National Health Benefits Contact Center* (HBCC) provides support for Veterans' health benefits, eligibility, enrollment and Affordable Care Act inquiries through HRC's toll free number, 877-222-VETS (8387), email (via IRIS) and web chat.
- *National MyHealtheVet and eBenefits Help Desk* currently supports MyHealtheVet, eBenefits and 12 VA Mobile Applications through phone and email. The help desk provides support to Veterans, family members, and caregivers who are accessing the portals and applications.
- *Pharmacy Services* is responsible to accurately enforce Veterans Health Administration (VHA) Chief Business Office (CBO) policy for Veteran service connected injuries, entitlements, and exposures; and Pharmacy Benefits Management (PBM) Directives, guidelines, and policies for prescription services.
- *Pharmacy Customer Care (PCC)* provides Pharmacy services to VISN's 1, 2, 4, 6, 17, Boise VAMC in VISN 20, and VAMC's in Columbia, SC and Augusta, GA in VISN 7 providing Veterans with timely, accurate information regarding routine prescription inquiries.
- *Clinical Pharmacy Resource (CPR)* consists of a team of Pharmacists and Pharmacy Technicians who provide expert clinical knowledge to the resolution of Veteran inquiries concerning service connected/special authority prescription copayment reviews, as well as prescription copayment disputes and exemption inquiries. CPR supports a team of specially trained Callback Representatives.

### Veterans Transportation Program (VTS)

#### Overview

The VTS program is located in Atlanta, GA, comprises three business lines: Veterans Transportation Service, 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)

##### Overview

The VA Point of Service Program is located in Atlanta, GA, 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.

##### Communication

##### Overview

Located in Atlanta, GA, the Communications Office (CO) provides vision, leadership, policy development, and management for an integrated communications program to inform Veterans and family members, and internal/external stakeholders about VA health care benefits and programs and to ultimately effect a positive perception of VA. CO's services will create a favorable image of VA health care enrollment and health care programs and benefits. CO is also responsible for implementing overarching communication plans to strategically communicate and increase awareness of highly visible programs within Member Services.

- • Develops, plans and executes strategic communications relating to VA health benefits to include establishing and implementing social media resources
- • Manages the external-facing website, [www.va.gov/healthbenefits](http://www.va.gov/healthbenefits)
- • Develops and oversees marketing and outreach programs
- • Plans and executes major and special events and activities

#### Chief Business Office Purchased Care (CBOPC)

##### Overview

Chief Business Office Purchased Care (CBOPC) is managed by the Deputy Chief Business Officer for Purchased Care located in Denver, CO 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 programs and, managing, monitoring, controlling and auditing all program areas.

CBOPC Manages the operational components to include eligibility, enrollment, and claims processing for the Civilian Health and Medical Program of VA (CHAMPVA) the Family Caregiver Stipend Program and Non-VA Care (NVC) to include: Veterans Access, Choice and Accountability Act (Choice), Patient-Centered Community Care (PC3), Project Access Closer to Home (ARCH), State Home Per Diem Program, Indian Health Services and Tribal Health Program (IHS/THP), Camp Lejeune family member program,

Spina Bifida Health Care Program, Foreign Medical Program, and the Children of Women Vietnam Veterans Health Care Program. CBOPC provides enterprise wide business policy and standards, and appropriate business and systems support for all program areas. Following are the program descriptions:

Non-VA medical care (NVC) is care provided to eligible Veterans outside of the VA when VA facilities are not feasibly available. Non-VA medical care under Title 38 United States Code (U.S.C.) authorizes payment or reimbursement to a claimant for emergency treatment provided to Veterans meeting specific eligibility criteria. It also authorizes routine outpatient medical services, and certain inpatient services, through community providers. All community services must be preapproved before a Veteran receives treatment.

#### Functions and Activities

The following are all considered NVC or “purchased care”:

- Veterans Access, Choice and Accountability Act (Choice) was initiated on November 5, 2014. The new Choice Program will begin to cover non-VA care for eligible Veterans enrolled in VA healthcare. Generally, Veterans are eligible if they need to wait more than 30 days from the clinically indicated date determined by their VA physician or reside more than 40 miles from the closest VA health care facility,
- Patient-Centered Community Care (PC3) is a program that contracts with vendors to develop a network of health care providers to deliver covered care to Veterans. The covered care includes primary care, inpatient specialty care, outpatient specialty care, mental health care, limited emergency care, limited newborn care for enrolled female Veterans following delivery, skilled home health care, and home infusion therapy.
- Project ARCH was originally a 3-year pilot program to provide specific non-VA medical care services through contractual agreements to eligible Veterans in Veteran Integrated Service Networks (VISNs) 1, 6, 15, 18 and 19. With the adoption of the *Veterans Access, Choice and Accountably Act of 2014* (Public Law 113-146), the Project ARCH pilot program has been extended for two additional years, now ending in August 2016. Project ARCH intends to improve access to health care services for eligible Veterans by connecting them to services closer to their home in each of the five VISNs, located in Northern Maine; Farmville, VA; Pratt, KS; Flagstaff, AZ; and Billings, MT.

The 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. The Program provides an economical alternative to constructing, maintaining and operating VA facilities for the provision of care to eligible Veterans and establishes annual State Home Per Diem payment rates.

The Tribal Reimbursement Agreements Program provides a means for IHS and THP health facilities to receive reimbursement from the VA for direct care services provided to American Indian and Alaskan Native eligible Veterans. The Chief Business Office Purchased Care, Office of Tribal Government Relations (OTGR), and VA Medical Centers (VAMCs) work together to implement the Tribal Reimbursement Agreements Program. This program is part of a larger effort set forth in the VA and IHS

Memorandum of Understanding signed in October 2010 to improve access to care and care coordination for our nation's Native Veterans.

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

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. CBOPC comprises six Directorates: Program Administration, Program Oversight and Informatics, Business Systems Management, Operations, Non-VA Medical Care Way Forward and Resources. Following are CBOPC Directorate descriptions:

#### [CBOPC Directorates](#)

##### [Program Administration Directorate \(PAD\)](#)

The Program Administration Directorate provides management, oversight, and customer support for all Purchased Care programs. The following offices fall within PAD:

##### [National Non-VA Medical Care Program Office](#)

###### [Overview](#)

The 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, while based in Denver, Colorado, is organizationally aligned under the Veteran Health Administration's CBO, located in Washington, D.C. 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). NNPO provides guidance to field operations to ensure the lifecycle of non-VA medical care is executed accurately and that all non-VA medical care stakeholders are satisfied when utilizing this program. NNPO also leverages leadership and stakeholder relationships to improve process planning and implementation efforts. NNPO's role in the field includes coordination of policies, business systems, and program information resources to support VA Medical Centers and clinics purchasing treatment for their Veterans from the community and is provided through varied revenues.

###### [Functions and Activities](#)

- 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 (Austin, TX), Allocation Resource Center (Austin, TX), FBCS (Denver, CO) and the Decision Support System (DSS) (Washington, DC).

### *Field Assistance*

#### Overview

Field Assistance (FA) and Program staffs support efforts to improve internal controls for field sites regarding non-VA medical care claims processing activities and the Non-VA Care Coordination Offices regarding the referral and authorization processes of authorizing non-VA care.

#### Functions and Activities

- Conducts field assistance to VA facilities Purchased Care Offices in an effort to improve claims processing practices, which includes financial management, FBCS processing oversight and data analysis.
- Conducts field assistance to VA facilities Non-VA Care Coordination (VNCC) Offices in an effort to improve the referral and authorization of non-VA care processing practices, which includes financial management, PC3 and Choice referral processes to include the utilization of the Third Party Administrator (TPA) portal of communication, and FBCS processing oversight and data analysis.
- Provides training programs and courses on new processes and guidance of oversight tools for local Non-VA Medical Care Program Offices on a scheduled, or by-request basis, on-site and virtually.
- Provides facility site reviews to assess claims processing, referral and authorization processes.
- Disseminates guidance, training and programmatic communication to field Purchased Care Offices.
- Provides research and responses to process oriented and technical inquiries submitted from field Purchased Care Offices.
- Provides support to claims processing systems (FPPS/EDI, VistA Fee and FBCS) and system information to ensure specialized pricing schedules are updated and supported.

### *Provider Management*

#### Overview

The Non-VA Provider Management Office (NVPMO) is the focal point within VHA monitoring Non-VA provider topics and coordinating efforts to strengthen and improve the network of Non-VA providers engaged with VHA. The office builds and sustains a robust and informed provider network by adopting a proactive outreach and education strategy designed to enhance strategic partnerships.

### Functions and Activities

- Conducts outreach to promote awareness and use of NVC programs with emphasis on PC3 contracts
- Maintains a Non-VA Care provider list for PC3/CHOICE providers, reporting on specialty and service area volume
- Manages external facing websites for Veteran stakeholders that maps provider locations and hosts other information and resources
- Educates and provides training resources available for Non-VA Care providers
- Works closely with NVCSO, policy, and field units to ensure that the PC3/CHOICE provider networks are meeting the capacity and quality needs of VHA

### *Camp Lejeune Health Care Program Office*

#### Overview

The Camp Lejeune Health Care Program (CLFMP) provides health care/benefits for 15 medical conditions to Veterans and family members who were stationed or resided at Camp Lejeune, North Carolina for more than 30 days from August 1, 1953 through 1987.

### Functions and Activities

- Manages the operational components to include eligibility, enrollment, and claims processing for the Civilian Health and Medical Program of VA (CHAMPVA), Non-VA Care (NVC), Veterans Access, Choice and Accountability Act (Choice), Patient-Centered Community Care (PC3), Project Access Closer to Home (ARCH), State Home Per Diem Program, Indian Health Services and Tribal Health Program (IHS/THP), Camp Lejeune Family Member Program, Spina Bifida Health Care Program, Foreign Medical Program, Children of Women Vietnam Veterans Health Care Program, and the Family Caregiver Stipend Program.
- Works in partnership with VA Health Eligibility Center (HEC), VA Benefits Administration (VBA), and the U.S. Marine Corps to determine CLFMP family member administrative eligibility.
- Works in partnership with VA Office of Public Health (OPH) and War Related Illness and Injury Study Center (WRIISC) for appropriate clinical determinations for the 15 covered medical conditions.
- Develops policy and operational processes and procedures.
- Provides communication and training to internal and external stakeholders.
- Analyzes and audits claim data and financial processes.



### *State Home Per Diem (SHPD) Program Office*

#### Overview

State Home Per Diem (SHPD) 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. The Program provides an economical alternative to constructing, maintaining and operating VA facilities for the provision of care to eligible Veterans. SHPD establishes annual State Home Per Diem payment rates, assists in the development or implementation of per diem payment regulations and legislation, and provides grant per diem funding to VA Medical Centers of Jurisdiction to reimburse State Veterans Homes for Veteran care.

### *Project Access Received Closer to Home (ARCH) Office*

#### Overview

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.

#### Functions and Activities

- 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.

### *Non-VA Care Support Office*

#### Overview

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.

#### Functions and Activities

- 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.
- Choice - Public Law (P.L.) 113-146, the Veterans Access, Choice, and Accountability Act of 2014, The Choice Program covers hospital care and medical services under the Medical Benefits Package. All care under the Choice Program must be pre-authorized. The Choice Program does not include Nursing Home Care or unscheduled (emergency) non-VA care.

- 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.

### *Customer Service Center*

#### Overview

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.

#### Functions and Activities

- 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.

### *Spina Bifida Health Care Program Office*

#### Overview

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

#### Functions and Activities

- 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.

### *Children of Women Vietnam Veterans Office*

#### Overview

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.

#### Functions and Activities

- 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.

### *Foreign Medical Program Office*

#### Overview

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.

#### Functions and Activities

- 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.

### *Program Oversight and Informatics (POI) Directorate*

#### Overview

Program Oversight and Informatics (POI) Directorate 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*

#### Overview

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)*

##### Overview

Department of Audits and Internal Controls (DAIC) ensures 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*

##### Overview

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 Privacy, FOIA, and Record Management services are performed by POI Division staff to ensure consistency with established VA policy and regulations.

#### *Business Systems Management (BSM) Directorate*

##### Overview

Business Systems Management (BSM) Directorate is responsible for the re-engineering, implementation, and management of innovative business solutions to improve the effectiveness and efficiency of Purchased Care's business lines and enhance Veteran health care. Business Systems Management takes a portfolio approach to manage and enhance Purchased Care business lines.

#### *Functions and Activities*

- 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 will replace the multiple claims processing systems into one consolidated system.
- Electronic Data Interchange (EDI) systems to meet objectives in HIPPA.

- Non-VA Medical Care Coordination (NVCC) to ensure care is properly authorized and coordinated.
- Develops strategies and solution 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 the following four Offices:

#### *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 and program 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.

#### *Business Process Re-engineering Office (BPRO)*

- 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.
- Tracing and Elaboration of Business Requirements into more detailed software driven needs.
- Development of Decision Support Tools.
- Management of User Acceptance Testing to ensure technical solution delivers the expected business benefits.
- Change Control Management.

#### *Optimization and Standardization Department (OSD)*

- 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 documentation.

#### *Clinical Business Systems Office (CBSO)*

- Responsible for the delivery of innovative and patient-centric business solutions to ensure high quality, coordinated, and equitable delivery of non-VA patient care.
- 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.

#### *Purchased Care Operations (OPS)*

##### *Overview*

Purchased care operations (OPS) provides medical claims processing for Non-VA Care, Veterans Access, Choice and Accountability Act, Standard CHAMPVA, Caregiver CHAMPVA, Spina Bifida Health Care Program, Children of Women Vietnam Veterans Health Care Program (CWVV), the Foreign Medical Program and the Caregiver Support Program's monthly stipend. Operations Directorate also processes eligibility and enrollment decisions for Standard CHAMPVA, Caregiver CHAMPVA, Spina Bifida Health Care Program, CWVV Health Care Program, and the Foreign Medical Program. In addition to claims processing and eligibility determinations, OPS manages the following:

#### *Caregiver Support Program (CSP)*

- Performs stipend calculations.
- Processes Monthly stipend payments.
- Determines CHAMPVA eligibility for Caregivers.
- Manages all Caregiver Support Office stipend and CHAMPVA activities including overall planning, organizing, budgeting, directing, coordinating, evaluating and improving administrative operations.

#### *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.

## Non-VA Care Medical Care Way Forward (NVCWF) Directorate

### Overview

Non-VA Care Medical Care Way Forward (NVCWF) Directorate is responsible for major transformative initiatives within the Chief Business Office Purchased Care (CBOPC). The Directorate manages activities of the Non-VA Medical Care Way Forward (NVCWF) Initiative commissioned by the Veterans Health Administration (VHA) to standardize execution, management and oversight of non-VA medical care (NVC) programs in response to the Veterans Access, Choice, and Accountability Act (VACAA).

NVCWF is tasked with delivering a timely, accurate, and efficient claims processing business solution to maximize the healthcare dollars available for Veteran care. NVCWF manages three improvement initiatives to better serve Veterans through accurate payments, well-supported and trained NVC employees and enhanced stewardship of taxpayer dollars. Initiatives include:

*Non-VA National Standardization:* Develop standardized business processes for all NVC programs and functional areas.

- Provide standardized process for functional areas to align with system functionality provided by Healthcare Claims Processing (HCP) System.
- Focus on claims processing and reducing improper payments.
- Reinforce process standardization effort of Non-VA Care Coordination (NVCC).

*Future State Claims Processing System:* Modernize and streamline multiple system components into a single healthcare claims processing system for CBOPC to increase claims processing efficiency and accuracy.

- Deploy Commercial Off the Shelf (COTS) system technology to support NVC improvements by replacing aging, decentralized software with a single claims processing systems used by all sites.
- Reduce or eliminate variation across NVC claims processing to increase processing efficiency and accuracy.
- Provide system functionality to align with process changes previously implemented as part of the NVCC project.

*NVCWF Consolidation.* The Veterans Access, Choice, and Accountability Act (VACAA) of 2014, Section 106, required VA to transfer authority to pay for hospital care, medical services and other health care through NVC providers to the Chief Business Office (CBO) from VA's Veterans Integrated Service Networks (VISNs) and VA Medical Centers (VAMCs) effective October 1, 2014. This consolidated NVC administrative authorization and payment processing activities under the line management of CBOPC.

- Leverage business and clinical process efficiencies achieved through consolidation of personnel to:
- Refine and implement standard processes, performance targets and monitoring to drive efficiency.

- Ensure processing activities are performed and measured consistently across the enterprise.
- Adopt new policies, correct process issues and substantially reduce variability and error rates.
- Deliver exceptional customer service to Veterans and all CBOPC stakeholders.
- Manage the activities of Tiger Teams focused on hiring staff, eliminating the NVC claims backlog, improving financial oversight, standardizing operations and improving NVC customer service.
- Evaluate the NVC footprint and make recommendations for restructuring CBOPC to sustain future NVC operations to include development of a five-site, regional model that aligns with the MyVA structure.

### Resources Directorate (RES)

#### Overview

Resources Directorate (RES) is comprised of three Departments of Communications, Logistics, and Quality and Workforce Development that provide all non-IT related support requirements for the entire CBOPC organization. This support directly or indirectly impacts the mission and goals of all people, projects and programs within the organization.

#### Functions and Activities

*Department of Communications*

*Department of Logistics*

*Department of Quality and Workforce Development*

#### Authorities

38 USC Chapter 73 and applicable Subchapters I-IV

## 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)*

VHA Homeless Programs Office (10NC1) advises VA leadership on homeless Veteran issues.

- Leads VA's efforts associated with the Agency Priority Goal (APG) to prevent and end homelessness among Veterans and their families by the end of 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 OPA 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 OPA 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

National Surgery Office (10NC2) develops and implements policy executes clinical oversight and provides guidance for all VHA surgical programs.

#### Functions and Activities

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

### *Office of Primary Care Operations (10NC3)*

#### Overview

Office of Primary Care Operations (10NC3) facilitates the delivery of quality-oriented, efficient, timely, safe and effective primary care within VHA facilities.

#### Functions and Activities

- 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); the program 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 VA culture of health care excellence. Additionally, as Title 38 employees, abide by VA regulations.
- PCPs appointed based on their individual situations and needs of the Interim Staffing Program.
- 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.
- Reliable support for facilities in need of PCP or C&P examiner coverage.
- Shared resources between VA Central Office 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 (GEC) (10NC4) Operations*

#### *Overview*

Office of Geriatrics and Extended Care (GEC) (10NC4) 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 (non- institutional 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 (Non- institutional 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.
- HBPC 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.
- HBPC has been established as a Medicare demonstration based largely on the experience and successful outcomes of the VA HBPC model.
- Special Population Patient Aligned Care Teams (PACT); Geriatrics and Extended Care integrate with PACT through the operation of special population PACTs in Geriatric Primary Care and HBPC.

### *Office of Mental Health Operations (OMHO/10NC5)*

#### Overview

Office of Mental Health Operations (OMHO/10NC5) 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 (SPS/10NC6)*

#### Overview

National Program Office for Sterile Processing (SPS/10NC6) ensures the safety of Veterans by developing national policy and oversight of all sterile processing and high-level disinfection activities for critical and semi-critical reusable medical equipment.

#### Functions and Activities

- Program office subject matter experts conduct facility site visits to review and advise on sterile processing activities, and to provide special assistance when failures in sterile processing activities pose potential risks to Veterans.
- Identifies risks to Veterans when sterile processing activities are not performed correctly through analysis of process failures and potential for harm to Veterans. Subject matter experts or health specialists recommend corrective actions to the Facility Director, VISN Director, and VHA leadership.
- Provides guidance and policies for facility and VISN-led inspections of sterile processing activities, collects, and analyzes data to identify trends and address frequently occurring problems across facilities, and recommends corrective actions to the ADUSH/CO.
- 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

Office of Dentistry (10NC7) 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 (DMA) (10NC8)*

#### Overview

The Office of Disability and Medical Assessment (DMA) (10NC8) provides executive leadership to VHA's disability programs worldwide, including both the traditional Compensation and Pension (C&P) and the Integrated Disability Evaluation System (IDES) programs. These responsibilities include gathering budget estimates, securing and execution of funding, quality performance improvement, contract management, clinician certification and training providing analytics support, and development of national (C&P) policy. DMA works closely with its stakeholders to include VHA, the Veterans Benefits Administration (VBA), the Office of Information and Technology (OIT), the Board of Veterans Appeals (BVA) and the Department of Defense (DoD) to project future requirements necessary to meet the demands for services in response to new initiatives and legislation. DMA works with DoD, VBA, 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 the Office of Management and Budget (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.

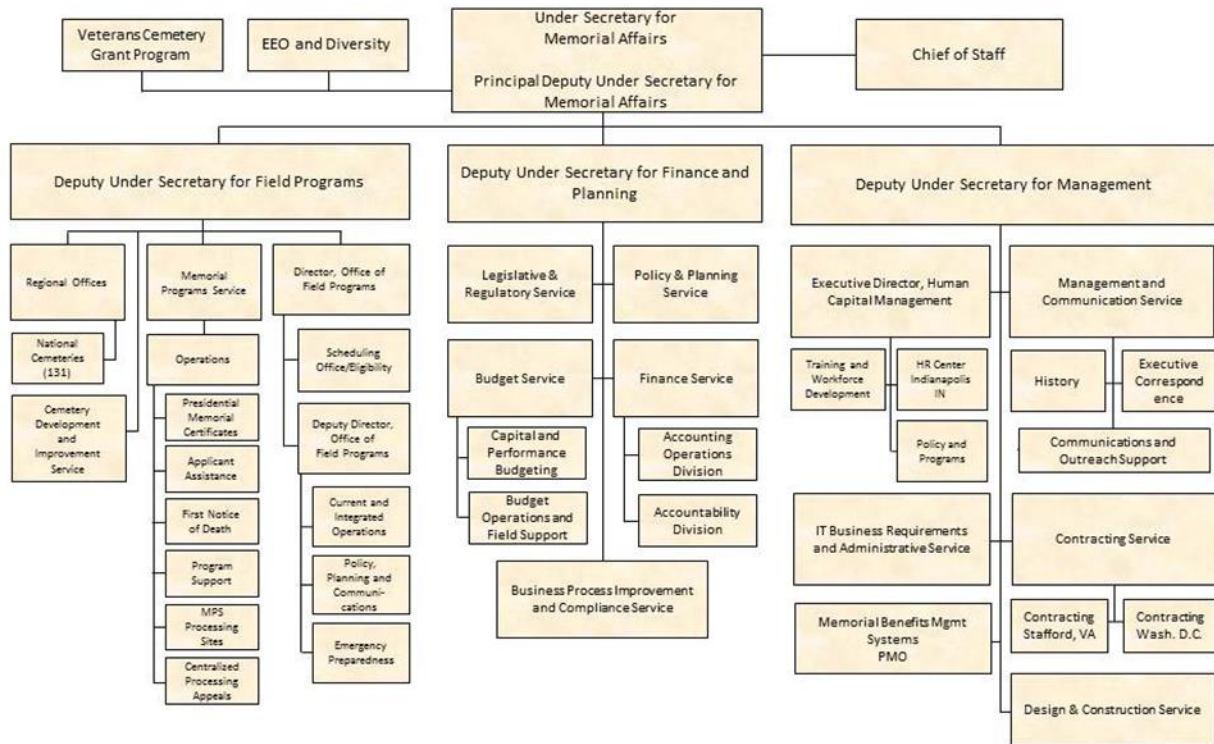
- Establishes pilot programs in Centers of Innovation, VISNs, VAMCs, Vet Centers, and other environments across the continuum of care.
- Develops partnerships with measurement and research program offices to effectively evaluate outcomes.
- Deploys best practices and innovations nationally.

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.

### 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)

#### Overview

The Under Secretary for Memorial Affairs (USMA) provides leadership and direction for NCA, one of three administrations in VA. The USMA reports directly to the Secretary of Veterans Affairs and serves as the principal advisor to the Secretary on matters including acquisition, construction and maintenance of

national cemeteries, burial eligibility, the Headstone and Marker, Presidential Memorial Certificate and Veteran Cemetery Grants Programs. Additionally, the USMA is responsible for 131 national cemeteries and 33 soldiers' lots and monument sites throughout the country. The USMA serves as the Secretary's representative on matters relating to memorial entitlements programs and is committed to the priorities, goals and objectives of the Administration. The USMA represents the Secretary of Veterans Affairs at Congressional hearings, on the Advisory Committee on Cemeteries and Memorials, in ceremonial activities relating to national cemeteries and in other matters requested by the Secretary.

### Functions and Activities

The Under Secretary for Memorial Affairs leads and directs the National Cemetery Administration. The Principal Deputy Under Secretary for Memorial Affairs oversees a broad range of management activities in support of the Under Secretary.

Administers 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 Secretary of Veterans Affairs (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.
- The Committee advises the SECVA, through the Under Secretary for Memorial Affairs (USMA), with respect to the administration of VA national cemeteries, and Veterans and Servicemembers' lots and plots.
- Advises the SECVA on erecting appropriate memorials and the adequacy of Federal burial benefits.
- Examines the full spectrum of available benefits and services and makes reports and recommendations on how to resolve issues involving the operations of the NCA, the Veterans Cemetery Grants Program, the provision of headstones, markers, and medallions, the provision of Presidential Memorial Certificates, and related burial benefits.
- Assists the SECVA in ensuring that plans and programs are meeting the needs of the Nation's Veterans and their eligible family members, and in meeting the mandate to maintain our national cemeteries as national shrines.

Stakeholder Engagement

- Manages relationships with NCA's diverse and varied stakeholder population, including Veterans and their family members, Veterans Service Organizations (VSO), and professionals in the funeral and mortuary industry.
- Includes 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.

#### Authorities

- 38 USC 2306
- 38 USC Chapter 24
- 38 CFR Parts 38-39OMB Circular A-123

### Veterans Cemetery Grants Program (40A3)

#### Overview

The Veterans Cemetery Grants Program complements VA's National Cemetery Administration. The program assists states, territories and federally recognized tribal governments in providing gravesites for Veterans in those areas where VA's national cemeteries cannot fully satisfy their burial needs. Grants may be used only for the purpose of establishing, expanding or improving Veterans cemeteries that are owned and operated by a state, federally recognized tribal government, or U.S. Territory. Aid can be granted only to states, federally recognized tribal government, or U.S. Territories. VA cannot provide grants to private organizations, counties, cities or other government agencies.

VA can now provide up to 100 percent of the development cost for an approved project. For establishment of new cemeteries, VA can provide for operating equipment. VA does not provide for acquisition of land. Cemeteries established under the grant program must conform to the standards and guidelines pertaining to site selection, planning and construction prescribed by VA. Cemeteries must be operated solely for the burial of service members who die on active duty, veterans, and their eligible spouses and dependent children. Any cemetery assisted by a VA grant must be maintained and operated according to the operational standards and measures of the National Cemetery Administration.

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

#### Functions and Activities

The program assists states, territories and federally recognized tribal governments in providing burial options for Veterans in those areas where VA's national cemeteries cannot fully satisfy their burial needs. The program:

- Develops Grant application guidelines and timelines based on criteria set forth in legislation.
- Ranks and evaluates pre-applications submitted for consideration.
- Provides technical assistance to potential applicants to finalize applications.
- Develops the list of grant recommendations for the Secretary's consideration.
- Monitors expenditures/progress/deliverables to ensure proper use of grant money.

## Equal Employment Opportunity and Diversity (40A2)

### Overview

The NCA Diversity and Inclusion & Equal Opportunity Office (DI&EO) is responsible for the Equal Opportunity/Affirmative Employment (EEO/AE), Alternative Dispute Resolution (ADR), Diversity and Inclusion (D&I), and Civil Rights (CR) functions. This office provides support to NCA managers and employees nationwide on matters of diversity and inclusion, equal employment, anti-harassment program, workforce recruitment, retention, reasonable accommodations, special emphasis programs and the NCA Minority Veterans Program Coordinator program. The DI&EO Director and staff also serve as liaisons to the Office of Resolution Management (ORM), in matters of discrimination (gender, sexual, racial, disability), and serve as facilitator's for addressing workforce diversity issues in areas related to employee duties.

### Functions and Activities

This office serves NCA headquarters, regional offices, and over one hundred plus field locations, which includes more than 1,700 employees.

- The DI&EO Director serves as the principal advisor to the head of the organization, subject matter expert, and National spokesperson for the organization in the area of D&I, EEO/AE (including Special Emphasis Programs and reasonable accommodation services), CR external programs, ADR, and civil rights programs.
- The DI&EO office is responsible for proposing and/or developing policy and responses to correspondence for the organization on all EEO/AE, ADR, D&I and CR matters, and acts as a liaison and/or spokesperson on such matters with persons and/or groups within and outside of the organization.
- The DI&EO office conducts compliance and enforcement activities, administrative management, and technical consulting in order to develop, review, and evaluate policies and programs impacting equal opportunity, workforce diversity, workplace inclusion (including reasonable accommodation), based on race, color, national origin, sex/gender (sexual orientation and gender identity), genetic information, age (40 and over), religion, parental status, persons with disabilities, and protection from retaliation. The DI&EO office conducts analysis and recommends solutions to problems that impact EEO/AE, ADR, D&I, CR in establishing program priorities and direction to achieve optimum results for the organization. The DI&EO office is responsible for assembling, consolidating, and submitting timely and accurate plans, information, and reports on the organization's EEO/AE and D&I programs status. These include federally mandated plans and reports required by the Equal Employment Opportunity Commission (EEOC), the Office of Personnel Management (OPM), and White House initiatives.
- The DI&EO office administers the organizations Special Emphasis Programs (SEP) in accordance with VA policy and the VA Diversity and Inclusion Strategic Plan. DI&EO provides technical expertise and serves as the lead office in the management and operation of the organization's SEP's, ensuring they are designed to eliminate barriers to EEO and promote workforce diversity and workplace inclusion.
- The DI&EO office does not perform any Federal EEO complaints processing functions under the control and authority of ORM.



## Chief of Staff (40A1)

### Overview

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

### Functions and Activities

- Provides leadership and advisory services that are critical to achieving optimal overall program balance in relation to Department's mission.
- Promotes and maintains successful and productive interactions with a wide variety of entities.
- 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.

## Office of the Deputy Under Secretary for Field Programs (41)

### Overview

The Deputy Under Secretary for Field Programs (DUSFP) is directly responsible for the operations and maintenance of over 131 national cemeteries and 33 monument/memorial sites and for all the memorial programs administered by the Department of Veterans Affairs. The DUSFP directs national cemetery operations through five regional offices: North Atlantic Region (Philadelphia); Southeast Region (Atlanta); Midwest Region (Indianapolis); Continental Region (Denver); and Pacific Region (Oakland). The DUSFP develops policies and procedures to administer more than 125,000 interments annually and to ensure the accurate marking of approximately 3.4 million gravesites in VA national cemeteries, soldiers' lots and burial grounds. The DUSFP is responsible to maintain each VA cemetery as a national shrine. The DUSFP provides oversight to the Memorial Programs Service, which processes more than 365,000 requests for headstones and markers and 600,000 requests for Presidential Memorial Certificates annually.

### Functions and Activities

- Establishes policies and procedures for administering the statutorily based Interment Benefit Program.
- Provides executive oversight for all programs and initiatives to ensure dignified burial and memorial services are available to eligible Servicemembers, Veterans and family members.
- Determines eligibility for burial benefits in VA national cemeteries.

- Oversees 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.
- Through the Memorial Programs Service, provides executive oversight for the First Notice of Death Office, which processes notifications to prevent Compensation and Pension overpayments; and the Centralized Processing Appeals Unit, which processes Notices of Disagreement and substantive appeals submitted by applicants for burials and other memorial benefits.
- Works with the Under Secretary for Memorial Affairs (USMA), the Principal Deputy Under Secretary for Memorial Affairs (PDUSMA), regional offices 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 NCA regional offices and national cemeteries.
- Administers the NCA emergency preparedness program, which develops and implements emergency preparedness plans and coordinates emergency responses with other VA and Federal entities nationwide.

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, develops 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 senior level program 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.

- Oversees succession planning for key field positions and interface with VACO.

#### Stakeholder Engagement

- Informs Veterans, eligible family members, DoD members, VSOs, and other stakeholders about burial and memorial benefits.
- Collaborates with State and Tribal officials, DoD, National Park Service and American Battle Monuments Commission on issues of mutual concern related to the administration, operations and maintenance of veteran and military cemeteries.
- Provides guidance and training to DoD, National Park Service and State and Tribal governments in the operations of veteran cemeteries.
- Works with VHA on Compensated Work Therapy opportunities and annual workplace evaluations.
- 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.

## Regional Offices and National Cemeteries

### Overview

Regional offices supervise the operations and maintenance of VA cemeteries organized within five regions: North Atlantic Region (Philadelphia); Southeast Region (Atlanta); Midwest Region (Indianapolis); Continental Region (Denver); and Pacific Region (Oakland). Regional offices determine resource requirements, forecast and monitor rates of interments, support the planning to expand existing cemeteries and establish new cemeteries; administer policies related to the efficient and effective operation of VA cemeteries; and support the recruitment, development and training of qualified employees to accomplish the NCA mission. VA national cemeteries provide burial and memorial services for eligible Servicemembers, Veterans and family members, and serve as national shrines in commemoration of those who have served.

### Functions and Activities

- Provide dignified burial and memorial services for eligible Servicemembers, Veterans and family members.
- Supervise to ensure that decedents are buried in the correct gravesites and that those gravesites are properly marked.
- Monitor all aspects of national cemetery operations, evaluate procedures for effectiveness, initiate improvements, and make appropriate adjustments to accommodate changing program demands.

- Account for gravesite usage at cemeteries within the MSN to ensure appropriate expansion planning
- Ensure 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.
- Operate and maintain VA national cemeteries as national shrines of honor and dignity.
- Work with Office of Finance and Planning to establish operational standards and measures to quantify the levels of appearance and services required of national shrines.
- Oversee ongoing assessments of progress in achieving national shrine status.
- Determine resource requirements necessary to maintain outstanding interment and memorialization operations, and grounds, infrastructure and equipment maintenance.
- Manage gravesite assignment policies and operations.
- Inform Veterans, eligible family members, DoD members, VSOs, and other stakeholders about burial and memorial benefits.
- Work with NCA Human Capital Management to ensure the recruitment, selection, development and performance management of employees. Develop subordinate leaders at cemeteries and holds them accountable.
- Collaborate with NCA senior leadership and subject matter experts to ensure compliance and support for Equal Employment Opportunity principles at all levels of the organization.
- Manages use of uncompensated workforce individuals to achieve goals (e.g., volunteers, work study students, summer youth programs, court-ordered details, and prisoners).

### *Director, Office of Field Programs*

#### *Overview*

The NCA Office of Field Programs develops policy and provides operational support to regional offices, national cemeteries and the Memorial Programs Service in the provision of VA burial and memorial benefits. The Director, Office of Field Programs oversees the National Cemetery Scheduling Office (St. Louis, MO), which provides eligibility determinations and schedules interments for all VA national cemeteries. The Office of Field Programs has responsibility to oversee the NCA Watch Officer Team in the VA Integrated Operations Center, Washington DC; and the nationwide NCA Emergency Preparedness Program. The Director, Office of Field Programs is responsible for integrating these offices to provide timely, accurate information and documentation of key operational activities to senior leaders throughout NCA to inform decision-making and to assess operations. The Director, Office of Field Programs is responsible for the research and development of responses to Veterans, elected representatives and other stakeholders regarding policies and programs to deliver VA burial and memorial benefits. The Office of Field Programs develops recommendations on sensitive cases involving eligibility and capital crime issues. The Office of Field Programs is responsible to research and develop recommendations to the Secretary of Veterans Affairs regarding designations of eligibility for burial in a VA national cemetery.

### *Deputy Director, Office of Field Programs*

#### Overview

The Deputy Director, NCA Office of Field Programs, assists in the development of policy and provision of operational support to the regional offices, national cemeteries and Memorial Programs Service. The Deputy Director supervises the NCA Watch Officer Team which supports the VA Integrated Operations Center. This team has responsibility to collect, coordinate and analyze information concerning contingency or emergency events that may affect the operations of NCA, and provide recommendations to NCA leaders concerning appropriate actions or responses. The Deputy Director supervises program analysts who develop responses to congressional inquiries, and draft policies, memoranda and public correspondence on all field programs issues. The program analysts research and provide recommendations for designations of eligibility, capital crimes, and donations. The Deputy Director supervises the NCA Emergency Preparedness Program.

#### Functions and Activities

##### Policy, Planning and Communications

- Liaisons to the regional 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 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 regional offices and national cemeteries on national studies.
- Supports development of implementing policy and regulations following passage of new benefits legislation.

##### Current and Integrated Operations

- Manages the NCA watch officer team in the VA Integrated Operations Center to collect, coordinate and analyze information about administration activities.
- Provides guidance to NCA Central Office, field facilities, and staff regarding timely and accurate flow of information to and from the VA Integrated Operations Center (VAIOC) Watch Team.

- Staffs the NCA Watch Officer position in support of the VAIOC that is responsible for collecting, analyzing, and coordinating information with VA and other Federal organizations, to include operations during contingencies and national or local emergencies.
- Implements and monitors VA policy regarding Integrated Operations Center requirements, including reporting, training, and system functions.
- Maintains communication and information exchange with NCA assets throughout the United States and with other VA and Federal operations centers such as the Department of Homeland Security (DHS) National Operations Center (NOC) and the National Response Coordination Center (NRCC) of the Federal Emergency Management Agency (FEMA) when activated.

#### Emergency Preparedness

- 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 addressed.
- Develops, implements and maintains emergency preparedness plans, policies, and procedures with the goal of reducing injury and loss of life or property within NCA as a result of an emergency or disaster.
- Coordinates emergency response training and exercises for all NCA offices and personnel, regional offices, national cemeteries and other field sites throughout the United States and U.S. Territories.

#### National Cemetery Scheduling Office

##### Overview

The National Cemetery Scheduling Office (NCSO) in St. Louis, MO schedules committal and memorial services at VA national cemeteries located in time zones ranging from Puerto Rico to Hawaii. The NCSO establishes eligibility and arranges burials at the request of Veterans, their dependents, funeral homes, coroners, public administrators and entities such as the Missing in America Project. In addition to establishing eligibility for burial in national cemeteries, the Eligibility Division works with State and Tribal veteran cemeteries, Memorial Programs Service and with elected representatives to establish eligibility for the provision of headstones or markers in other burial locations. In 2015, NCSO established a program to accept and process applications for reimbursements associated with the purchase of a casket or urn for deceased Veterans with no next of kin and insufficient resources available for burial in a VA national cemetery. Additionally, the NCSO implemented processes to assess and determine eligibility for burial in a national cemetery prior to the time of need. This service facilitates the planning of burial arrangements in advance of need, and provides a method for due process when a preliminary evaluation indicates a requester is not eligible for burial.

##### Functions and Activities

- Determines eligibility and schedules committal and memorial 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.

- Accepts and processes applications for reimbursement for casket and urns for deceased Veterans with no next of kin and insufficient resources available for burial in a VA national cemetery.
- Provide pre-need eligibility determinations for burial benefits for Veterans and their families, to facilitate planning for burial arrangements.
- Develop Memoranda of Agreements with internal and external stakeholders to assist in documenting and determining eligibility for burial and memorial benefits.

### *Memorial Programs Service*

#### *Overview*

Memorial Programs Service (MPS) administers all policies and programs for the provision of Government-furnished headstones, markers, and medallions. MPS operates satellite offices in Nashville, TN and Fort Leavenworth, KS. Additionally, a supervisor at Abraham Lincoln National Cemetery, IL oversees individual employees stationed at VA facilities throughout the nation. These satellite offices and remote employees process routine applications for headstones, markers, and medallions. The Applicant Assistance Unit in Washington, D.C. consists of a call center and staff which provides eligibility assistance, resolves issues, and processes headstone and marker replacement requests. MPS manages the Presidential Memorial Certificate program in Washington, D.C., which honors the memory of honorably discharged, deceased Veterans. MPS provides oversight for two operations in St. Louis, MO: the First Notice of Death Office, which processes notifications to prevent Compensation and Pension overpayments; and the Centralized Processing Appeals Unit, which processes Notices of Disagreement submitted by applicants.

#### *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.

##### *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.

##### *Applicant Assistance Unit*

- Operates the national customer call center operations to provide direct customer service for inquiries related to headstone, marker, and medallion benefits.

### 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.

### 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.

### MPS Processing Sites

- Determines eligibility for delivery of the headstone, marker or medallion benefit.

### 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.

## *Cemetery Development and Improvement Service*

### Overview

Cemetery Development and Improvement Service (CDIS) is based in Indianapolis, IN with technical staff assigned at regional offices and national cemeteries across the United States. The Cemetery Development and Improvement Service provides leadership, coordination and direction for NCA real property land issues, and integrates cemetery operational requirements into major and minor construction project designs. CDIS provides technical and engineering guidance for cemetery operations, GPS/GIS national program initiatives, and research/development of new processes and technologies to improve national cemetery operations.

### Functions and Activities

- Recommends and coordinates acquisition of new sites for future VA national cemeteries and the expansion of existing cemeteries based on evaluation of 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 all national cemetery project and operational issues, including the specific areas of pre-placed crypts, columbaria, and irrigation systems.
- 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 implements national program initiatives for the use of GPS/GIS technologies to permanently document cemetery and burial site features.

## Office of the Deputy Under Secretary for Finance and Planning (42)

### Overview

The Deputy Under Secretary for Finance and Planning/Chief Financial Officer directs and provides leadership for a broad range of management activities, including: budget and financial operations, strategic planning, performance management and reporting, demographic analyses, management and decision support, business and customer service process improvements, internal controls, program evaluations, and legislative and regulatory actions. As NCA's Chief Financial Officer, contributes to the overall improvement of financial management throughout the Department.

### Functions and Activities

#### Policy and Planning:

- Plans and directs nationwide demonstration programs for managing and improving service delivery, including future projections and management practices, organizational modifications, resource utilization and communication networks.
- 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.
- Budget execution.
- 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.

- Analyzes and applies NCA-specific internal controls and data on improper payments, financial statements and Government purchase cards.

#### Business Process Improvement and Compliance:

- 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 rule-making requirements.
- Oversees establishment and maintenance of NCA's formal policy/procedures publications program.
- Coordinates the review and analysis of proposed and final legislation related to burial and memorialization, provide NCA views on proposed to OCLA staff for response to Congress; provides technical assistance to VA/congressional members as required.

## Policy and Planning Service (42A)

### Overview

The Policy and Planning Service is responsible for NCA-level strategic planning and performance analysis and reporting efforts. This Service coordinates all strategic planning efforts for the Administration and supports both NCA Central Office and field units by providing workload and performance data analysis that is critical for informed decision making. The Policy and Planning Service is also responsible for developing policies that expand and enhance access to a burial option for US Veterans who reside within the United States, Puerto Rico, and US Island Areas. The Service supports such policy development through Veteran population analyses that identify the present and future locations of Veterans and identifies gaps in providing Veterans with reasonable access to a burial option.

### 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.
- 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, and promotes new policies that improve or enhance the completion of the NCA mission, and supports efforts for implementation throughout NCA.
- 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)

### Overview

Budget Service manages the formulation, preparation, and execution of NCA's budget and nationwide oversight of budget activities. This includes the development and analysis of budget estimates for all accounts and the development of NCA policy and procedures concerning all budget formulation and execution activities.

### Functions and Activities

- Programs, formulates, justifies, and monitors budget requirements, funding, obligations, and expenditures for all NCA programs, including unique requirements related to cemetery operations and maintenance, major and minor cemetery construction projects, capital asset investment, historic properties, grants to states and tribal organizations to establish and maintain Veterans cemeteries, multiple burial benefits as established by Congress (interment, grave liners, outer burial receptacles, headstones, markers, and medallions), the NCA Gift Fund, and the NCA Facilities Operation Fund.
- 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 review of facility condition assessments.
- Provides NCA-specific data for the VA construction budget related to cemetery expansions and asset repairs and improvements.
- Oversees NCA's nationwide managerial cost accounting function.

### Finance Service (42C)

#### Overview

Finance Service conducts centralized accounting and financial accountability functions for NCA's 131 National cemeteries. Responsible for administering good financial stewardship of accounting operations, internal controls, audit reviews, financial policy and reporting, financial statements, and oversees the administration's purchase card program.

### Functions and Activities

- Oversees and manages Government wide card programs (purchase cards, fleet cards, etc.) for staff at all levels and all NCA locations by determining appropriate policy, administration, and audit activities to meet facility-specific needs.
- Provides agent cashier functions for NCA field offices that include the deposit and proper accounting of official and unofficial funds for all NCA appropriations, including the NCA Operations and Maintenance Fund and the Agriculture Lease Fund.
- Monitors NCA's Accounts Receivables for employee debts and works in consort with the VA Finance Services Center for recording and collection of Vendor Receivables and Employee payroll related debts. Monitors NCA's Account Payables for undelivered orders and works in consort with VA Finance Services Center for invoice payments.
- Monitors unapplied deposits and/or suspense accounts for proper recording of transactions.

- Oversees NCA Cemetery Gift Fund activities, including accepting and spending donated funds and materials. This fund was established in 1989 as a trust fund financed 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)

### Overview

The Service conducts multiple types of reviews to assess conformance to standards, identify areas of potential improvement, and recognize excellence (Shrine Status). As a basis for these reviews, the Service also ensures that national cemeteries have current versions of Operational Standards and Measures, and all offices current versions of internal controls requirements for the Annual Statement of Assurance. Other key activities include: special studies (best practice, program evaluation, etc.) and liaison responsibility for NCA with GAO, OIG, Enterprise Risk Management, and the National Quality Council.

### 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)

### Overview

NCA's Legislative and Regulatory Service ensures that NCA has and maintains the legislative and regulatory Authorities for providing burial and memorialization benefits; maintains effective relationships with Congress; develops and publishes necessary policy documents to inform the public and NCA staff of programmatic and operational decisions; and obtains necessary guidance from the Office of General Counsel in support of NCA's leadership and management.

### Functions and Activities

- Ensures that NCA's regulations are developed and revised in accordance with the Administrative Procedure Act, reflect or interpret statutory authorities, and provide 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.
- Advises NCA senior executives on all congressional and legislative issues.
- Coordinates the review and analysis of proposed and final legislation related to burial and memorialization, provide NCA views on proposed to OCLA staff for response to Congress; provides technical assistance to VA/congressional members as required.
- Coordinates responses to inquiries from congressional staff and committees with NCA and OCLA staff; coordinates and tracks Congressionally-mandated reports.

- Coordinates all NCA briefings or meetings to congressional staff and members, including preparation of staff for testimony on burial benefits and related matters before Congress and briefings to congressional members and staff. Develops legislative proposals related to NCA provision of burial benefits; coordinates through VA and OMB; tracks proposal status.
- Serves as NCA liaison with the VA Office of General Counsel, provides subject matter expertise and coordinates research, review, and action/advice on all legal issues related to national cemetery operations and memorial and burial benefits for Veterans and dependents.
- Update and inform NCA staff of relevant changes to statutory or regulatory authorities.

## Office of the Deputy Under Secretary for Management (43)

### Overview

The Office of the Deputy under Secretary for Management has a broad set of responsibilities. This mix of responsibilities fosters alignment of NCA key support activities so customer and business expectations identified through outreach and executive correspondence are supported through contracting to develop and deliver technology needs, construction needs, and historical needs. The resulting increase in service capacity is then supported through workforce training and various human capital processes.

### Functions and Activities

#### Human Capital Management

- Oversees and administers all human resources life cycle management for NCA, including staff and recruitment, classification, training and workforce planning, special programs, policy and guidance, labor and employee relations, safety and health.

#### NCA Executive Correspondence

- Serves as primary point of contact with VA's Office of the Executive Secretariat on matters concerning executive correspondence management.
- Reviews, prepares documentation and tracks all administration correspondence, IRIS inquiries and Veteran Cemetery Grants.

#### NCA Communications and Outreach Support

- Provides expert public affairs and communications advice and support to the Under Secretary for Memorial Affairs, senior staff, msn directors and cemetery directors. Serves as the primary point of contact with VA's Office of Public Affairs.
- Manages VA's Advisory Committee on Cemeteries and Memorials
- Conducts memorial benefit and national cemetery awareness 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 and its properties dating to the Civil War and before, cemetery features, cultural resources, policies, burial benefits, and people.
- Plans and manages historic preservation documentation 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.
- IT Business Requirements and Administrative Service Oversees development and sustainment of systems necessary to support NCA specific programs and missions while providing technical advice and guidance on new data management systems for future needs.
- Oversees the program that ensures NCA management and staff in all locations plan for and comply with federal and VA requirements, policies and procedures concerning records management and access to records under the Freedom of Information and Privacy Acts.
- Oversees space management and property to ensure that all NCA Central Office employees' office needs are met.

### Memorial Benefits Management System (MBMS) Program Management Office (PMO)

- Oversees the management of new business and technology projects.
- Manages business operational design of new programs for business information systems.
- Oversees delivery of value and transformation of information systems for the NCA mission and goals.

## *Human Capital Management*

### Overview

Human Capital Management is responsible for all human resource products, services, and activities in NCA, including staff and recruitment, classification, training and workforce planning, special programs, policy and guidance, labor and employee relations, safety and health.



### Functions and Activities

- Delivers strategically aligned customer-focused human resources (HR) products and services to the NCA workforce.
- Administers and manages all delegated human resource authorities, including activities associated with NCA-unique employment requirements affecting recruitment and placement; position classification and management; employee and labor relations; employee benefits administration; and safety and health.

### Human Capital Management, Policy and Programs

#### Overview

The Policy and Programs Division is responsible for developing policies, plans, and programs that provide guidance and inform NCA managers and employees on human capital management areas such as recruitment and hiring, performance management, employee benefits, employee engagement, employee and labor relations, telework, and other workplace matters.

### Functions and Activities

- Provides advisory services, training, and support to NCA leaders and managers to enhance their efforts to effectively manage the National Cemetery Administration.
- Designs and implements strategies, policies and programs which address human capital management initiatives and requirements and foster high ethical standards in achieving NCA's strategic goals.
- Leads efforts to design and fully utilize performance management systems to effectively communicate performance expectations and help achieve organizational goals.
- Develops and delivers well designed business practices and tools which support employees and encourage their full engagement and participation in efforts to deliver exceptional service to America's Veterans.
- Administers and manages the Goals Engagement Accountability Results (GEAR) program for NCA.

### Human Resources Center – Indianapolis, IN

#### Overview

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

### Functions and Activities

- Responsible for providing advisory assistance, forms processing, regulatory interpretation, and personnel transaction coding for NCA employees and managers within all areas of HR, to include recruitment and placement; position classification and management; employee and labor relations; and employee benefits administration.
- Provides expert advisory opinions to NCA management in all areas of HR.

- Monitors, evaluates, and meets NCA obligations to report on HR performance metrics in order to identify trends, address process issues, and improve the HR process within NCA.

### Training and Workforce Development

#### Overview

The Training and Workforce Development division is responsible for leading and/or coordinating all training and development activities for NCA employees. It also provides workforce planning and safety expertise to NCA in support of CO and field operations.

#### 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 in St. Louis, MO, and through the NCA Director, Training and Workforce Development, provides NCA-specific and commercially unavailable technical and leadership training for interns, Cemetery Directors, and other field I and central office personnel, to develop competency and reinforce uniform operating procedures and standards.
- Manages NCA's Cemetery Apprentice Training Program for homeless Veterans.
- Provides workforce planning support to NCA leadership, staff, and field units, in the form of expertise and advice on staffing levels, position management, competency development, and succession planning.
- 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.

### *Management and Communication Service (43A)*

#### History Program

#### Overview

The History Program function, initiated in 2001, is currently composed of three permanent staff who meet the Secretary of the Interiors' professional qualifications for history and historic preservation. Diverse activities and responsibilities intersect with those of all NCA Services and offices located system wide.

#### Functions and Activities

- Undertakes and oversees historical research about the Administration, and its properties dating to the Civil War and earlier, cultural resources, policies, and burial benefits in response to inquiries

from NCA, VA, other Government offices, and the public; develops special commemorative programs for VACO, NCA localities and the public.

- Serves as the subject matter expert in verifying historic information in support of NCA-administrated benefits.
- Develops or reviews content of correspondence, technical studies, exhibits, interpretive signage, and outreach related to the history of NCA and its predecessors; initiates documentation projects about historic resources, including National Register of Historic Places nominations per Section 110 and Section 112 of the National Historic Preservation Act of 1966 (NHPA).
- Maintains the NCA History Collection encompassing textual records, ephemera, a library, architectural, and grave marking artifacts, maps/drawings, photographs and electronic media; assures collection contents are properly documented, secured and organized; and develops artifact loan agreements as part of mitigation and educational efforts.
- Plans and manages conservation projects requiring specialized preservation treatments serving as Contracting Officer's Technical Representative; supports other NCA offices meeting preservation requirements per Section 106, NHPA; provides NCA historic preservation accomplishments and activities to the VA Federal Preservation Officer for departmental reporting.
- Produces oral history interviews of senior leadership, long-time employees and other persons of interest whose personal recollections of NCA activities and decision-making serves to complement and enhance the written Administration records.
- Designs and provides training to all levels of NCA about the origins of national cemeteries, monuments, grave marking, and individual Veterans, as well as how to identify and preserve historic resources in the cemeteries.
- Advises on Capital Asset Inventory (CAI), Facilities Condition Assessment (FCA), and BOSS content for historic resources including monuments, headstones and markers; tracks new donated monuments and oversees annual verification; advises on content of proposed new NCA monuments.
- Produces and reviews history content for NCA website; reviews and verifies content for Notable Burials.

## Executive Correspondence

### Overview

The Executive Correspondence Division is comprised of one Supervisory Program Analyst, four Correspondence Analysts, and two Program Specialists. The Division oversees the management of all correspondence for the National Cemetery Administration (NCA).

### Functions and Activities

- Serves as NCA's primary point of contact for all correspondence pertaining to the administration. Works closely with VA's Office of the Executive Secretariat and other administration and staff offices 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.
- Provides training and assistance to NCA staff on the use and functions of VA's correspondence tracking system.

### Communications and Outreach Support

#### Overview

- Provides expert public affairs and communications advice and support to the Under Secretary for Memorial Affairs, senior staff, MSN directors and cemetery directors. Serves as the primary point of contact with VA's Office of Public Affairs.

#### Functions and Activities

- Oversees the writing of official statements, press releases, articles, biographies, fact sheets, and other materials for NCA.
- Plans major NCA special ceremonies and activities, such as dedications and groundbreaking ceremonies for the opening of new national cemeteries.
- Manages activities of the VA Advisory Committee on Cemeteries and Memorials, such as arranging meetings and presentations, and coordinating the Administration response to Committee recommendations.
- Submits NCA 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)*

#### Overview

The Design and Construction Service provides comprehensive project management of NCA's Minor Construction program. The service provides oversight, guidance and policy on construction standards and engineering/facility management activities. The service also develops future engineering/facility requirements/programs/projects.

#### Functions and Activities

- Oversees and collaborates on cemetery design and construction for all phases and aspects of minor construction and expansion projects in NCA. Authorizes release of funds and increases or adjusts funds based on project deliverables. Negotiates on behalf of VA/NCA in generating proposals regarding land planning, construction of new cemeteries, and the expansion and improvement of established national cemeteries.

- Oversees strategic efforts for systematic expansion of national cemeteries and interment space for eligible Veterans and family members.
- Advises NCA senior executives on utilization of appropriate methods to resolve construction-related issues.
- Serves as a technical resource in developing criteria to the Veterans Cemetery Grants Program and in the establishment, development, and expansion of state and tribal Veterans cemeteries.
- Forecasts planning efforts in land acquisitions, fund allocation, construction estimates, project justifications, design and construction activities, and environmental compliance.
- Manages and monitors projects related to the construction program; issues delegation authorities for all minor construction projects.
- Provides technical review and guidance on national cemetery project and operational issues, including the specific areas of pre-placed crypts, columbaria, and national agronomy concerns.
- Conducts studies and develops operational plans in anticipation of future expansion and construction needs of NCA. Supports NCA strategic planning processes by analyzing plans 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)*

#### Overview

Contracting Service provides real time procurement support throughout the NCA with a goal of securing supplies, services, and construction projects at a fair and reasonable price. The service provides guidance in accordance to the Federal Acquisition Regulations, Veterans Affairs Acquisition Regulations, and policies to ensure project coordination plus service delivery on a timely basis to the customer.

#### Functions and Activities

- Administers supply, acquisitions, services, construction, Architectural and Engineering services and contracting activities in compliance with Federal and VA acquisition regulations to meet the unique needs of NCA's national cemeteries, 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.

- 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.

### *IT Business Requirements and Administrative Service (43D)*

#### Overview

IT Business Requirements and Administrative Service (43D) is chartered with ensuring that the NCA has all the tools and technologies necessary to complete its mission today, tomorrow, and into the future.

Organizationally, the office reports directly to the Deputy Under Secretary for Management. The office works to ensure the NCA facilities and employees have the infrastructure tools and equipment necessary to execute their mission that NCA is compliant and responsive to all information dissemination requests, and that NCA needs and future vision, are budgeted, planned, designed, and delivered. The office provides the management and dissemination of requests for information and data from NCA and manages the request to fulfillment process as well as ensuring the information is free from privacy, security and disclosure risks. The office provides technical and programmatic support to NCA wide initiatives; NCA end to end operational requirements, strategy development, transformation visioning and guide the engagement and integration of NCA with VA wide initiatives, such as MyVA, Enterprise Architecture (EA), EA Enterprise Roadmap. The office provides focus on supporting the facilities and employees from an infrastructure perspective -- this focus enables the organization to align with the needs of the customer and delivery integrated end to end support.

- Collaborates with the strategic planning process to define the business vision and goals.
- Engages with the PPBE process to ensure that funding and budgets are sized to delivery against the strategic goals.
- Advises and provides technical guidance to NCA senior management and other federal and state agencies, Arlington National Cemetery, and various State Veterans' cemeteries on new data management systems.
- Engages with VA wide initiatives and Enterprise Architecture activities to ensure that enterprise models include NCA needs, and that EA artifacts include NCA inputs.
- Provides business architecture guidance and management to NCA in order to align the technology to its customers, people and mission.
- Leads business process re-engineering design and requirements.
- Engages with the business to capture and analyze need and requirements to inform and guide systems enhancement and development activities.
- Engages with IT infrastructure support to ensure the business has end to end Disaster Recovery infrastructure in place.
- Adopts new technologies inside NCA and provides support to launch these new capabilities.

- Provides input and guidance to the design and build out and furnishing of facilities and space to optimize for employee needs and productivity.
- Coordinates the deployment of facility and employee based infrastructure equipment, including; IT equipment, computers, mobile devices, etc.
- Ensures that employees have necessary access and PIV badging and are in compliance with security policies and procedures.
- Provides oversight and support to ensure that equipment and systems help desk tickets are resolved in a timely fashion.
- Tracks the aging and lifecycle of IT infrastructure equipment and tools to ensure replacement.
- Validates, provides and maintains accountability of NCA IT equipment and software.
- Manages and oversees NCA Fleet and equipment program to meet all VA and Federal requirements and mandates related to cemetery vehicles and equipment.
- Ensures all NCA Central Office employees' space management and property management needs are met.
- Manages printing contracts and publications for NCA.
- Ensures NCA stays compliant with external oversight standards regarding Data, information and systems.
- Ensures NCA is responsive to data dissemination requests, including FOIA, OMB Open Data, Privacy requests and ensures the responses are free from security, privacy and accidental disclosure risks.
- Ensures that NCA is compliant with all records management policies and guidance.

### *Memorial Benefits Management System (MBMS) Program Management Office (PMO)*

#### Overview

MBMS will support the transformation of the National Cemetery Administration (NCA) by modernizing the NCA wide IT infrastructure and applications capabilities.

MBMS will address security, 508 and data weaknesses, expand end-user functionality (e.g. chain of custody tracking, Veteran case status, digital mapping, gravesite validation, online forms, etc.), re-architect to enable integration with enterprise services. Ultimately this will increase NCA employee and customer satisfaction in support of Veterans and their families. MBMS PMO will lead the design, development, and deployment of the modernized architecture, while reducing risk and optimizing resources.

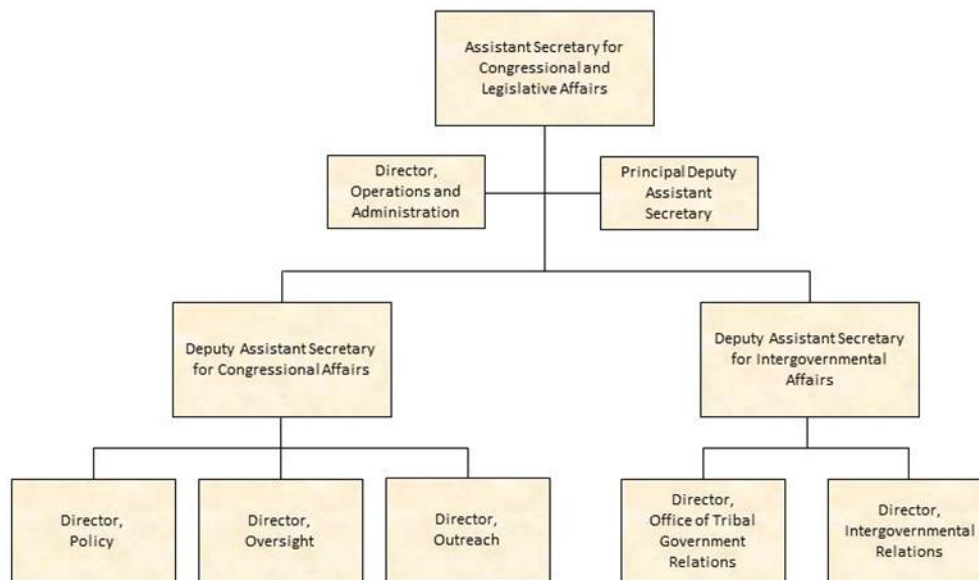
#### Functions and Activities

- Organizes the MBMS program to ensure business outcomes & value delivery.

- Ensures the delivery of short term enhancements to the current platform.
- Stands up plan, approach and design for the long term platform replacement.
- Represents NCA business leadership and their needs in dealings with Office Information and Technology (OIT).
- Ensures the MBMS solutions are design and deployed in accordance with the Voice of the Business.
- Establishes the framework to guide the NCA/OIT during the MBMS program.
- Ensures a timely and cost effective solution to meet the needs of the business.
- Manages partners for delivery of the overall Program within the constraints of scope, time, budget and quality.



## Office of Congressional and Legislative Affairs



### 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, as well as international, state, county, municipal and tribal governments.

#### 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). Finally, OCLA coordinates the Department's interactions with international, state, county, municipal and tribal governments.

#### Functions and Activities

Coordinates the Department of Veterans Affairs' relations and activities with Congress:

- Maintains responsive communications with Congress through briefings, hearings, correspondence, 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.
- Coordinates the Department of Veterans Affairs relations with activities with State, County, Municipal, Tribal and International governments
- Manages the Department's relations with States.
- Coordinates VA's government relations with municipalities.
- Coordinates VA's government relations with counties.
- Coordinates and serves as liaison with the White House Office of Intergovernmental Affairs and with all federal intergovernmental affairs counterparts.

- Manages VA's International Affairs program.
- Coordinates VA relations with Tribal Governments.
- Facilitates implementation of VA Tribal Consultation Policy.

#### Authorities

38 USC Part I, Chapter 3

## Office of Congressional Affairs

### Overview

The Office of the Deputy Assistant Secretary for Congressional Affairs (SES) is responsible for the oversight of three directorates: Policy, Oversight, and Outreach. This office focuses on policy and legislative issues in support of SECVA's legislative agenda and priorities. The office also is responsible for all congressional oversight matters and requests for information, and other related actions. This office is responsible for all outreach, including the congressional liaison offices and staff functions located on Capitol Hill. There are three director-level reports: Director of Policy, Director of Oversight, and Director of Outreach.

### Functions and Activities

- Develops and executes the Office's Strategic Plan.
- Establishes goals, objectives, and priorities for the Policy, Oversight, and Outreach directorates.
- Supervises the Directors of Policy, Oversight, and Outreach 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 Policy directorate.

#### Authorities

38 USC Part I, Chapter 3

## Policy Directorate

### Overview

The Office of the Director, Policy, 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 Policy Directorate.
- Develops legislative priorities, monitors, and champions them before Congress.

- Coordinates the development of 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.
- Manages the Department's 38 USC congressionally mandated reports process.
- Provides strategic and policy advice to the Assistant Secretary of Congressional and Legislative Affairs regarding legislative matters.

#### Authorities

38 USC Part I, Chapter 3

### Oversight Directorate

#### Overview

The Office of the Director, Oversight, is responsible for all congressional oversight activities involving the Department's committees of jurisdiction and the Members of Congress who are on those committees. The office works with the Department's Administrations and Staff Offices in responding to congressional oversight matters and requests for information. There are three sub-director level reports: Director of Health, Director of Benefits, and Director of Corporate Enterprise. The office also services as the Department's liaison with the Government Accountability Office (GAO).

#### Functions and Activities

- Develops and executes the Office's Strategic Plan.
- Establishes goals, objectives, and priorities for the Health, Benefits, and Corporate Enterprise sub-directorates.
- Supervises the Directors of the Health, Benefits, and Corporate Enterprise sub-directorates.
- Ensures effective and responsive communications with Congress.
- Provides advice and support to VA personnel in support of all interactions and engagements with Congress.
- Plans and executes proactive briefings to Veteran-focused congressional committees.
- Encourages and facilitates relationship building with congressional and intradepartmental staff concerning Veterans health activities and initiatives.

- Obtains information from Congress to assist the Department in preparing for congressional engagements.
- Provides advice for, prepares, and accompanies VA personnel in meetings with congressional committees, staff, and certain Members of Congress,
- Responds to congressional committees or staff.
- Processes executive correspondence/concurrence actions.
- 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 Congressional committees, 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

## Outreach Directorate

#### Overview

The Office of the Director, Outreach, is responsible for managing the day-to-day outreach operations to all Members of Congress not associated with the Department's oversight committees. The Director is also responsible for overseeing liaison support to Members of Congress and congressional staff on all constituent casework requests.

#### Functions and Activities

- Develops and executes the Office's Strategic Plan.

- Ensures effective and responsive communications with Congress.
- Plans and executes proactive briefings to Members of Congress not on Veteran-focused congressional committees.
- Obtains information from Congress to assist the Department in preparing for congressional engagements.
- Provides advice for, prepares, and accompanies VA personnel in meetings with Members of Congress
- Responds to congressional inquiries and requests for information.
- Coordinates VA's message to Congress, identifying key points and risk areas
- Provides congressional liaison support to Members of Congress and staff.
- Processes executive correspondence/concurrence actions.
- Manages the Congressional Liaison Service on Capitol Hill.
- 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.
- 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

## 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, Deputy Assistant Secretary for Congressional Affairs, and Deputy Assistant Secretary for Intergovernmental Affairs 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.

#### Authorities

38 USC Part I Chapter 3

### Office of Intergovernmental Affairs

#### Overview

The Office of the Deputy Assistant Secretary for Intergovernmental Affairs (IGA) is responsible for the oversight of two of the eight directorates and is the office of primary responsibility for all relations between VA and international, state, county, municipal, and tribal governments. IGA provides strategic advice, guidance, and information to the Office of the Secretary, Under Secretaries for Health, Benefits, and Memorial Affairs, and all other VA Staff Offices by fostering and enhancing government partnerships and acting as liaison between the White House, federal, state, local, tribal, insular, and international governments.

### Office of Tribal Government Relations

#### Overview

The Office of Tribal Government Relations (OTGR) supports VA's efforts to engage in positive government to government relationships with more than 500 tribal governments located in over 30 states. These governmental relationships equip VA to effectively respond to the needs and priorities of Veterans living in Indian Country. Additionally, the agency is informed as it seeks to develop and expand existing partnerships that enhance Veterans and their families' access to services and benefits.

#### Functions and Activities

The OTGR ensures VA maintains an open and effective dialogue with American Indian and Alaska Native tribal governments.

- Coordinates VA relations, engagements and activities with Tribal Governments.

- Establishes partnerships and builds relationships with Tribal Governments, State Governors, Legislatures, and Cabinet-level Departments (including Departments of Education, Health and Human Services, Housing and Urban Development, Labor, and Interior).
- Conducts proactive outreach to Tribal Governments to establish and maintain open lines of communications and policy development.
- Coordinates travel and meetings between VA senior leaders and local elected and appointed tribal officials.
- Coordinates and advises VHA leadership involved with administration and implementation of the VA/Indian Health Services (IHS) MOU.
- Coordinates and advises VHA leadership involved with administration and implementation of the VA/IHS/Tribal Health Program Reimbursement Agreement Program.
- Coordinates and advises VBA leadership involved with administration and implementation of the Native American Direct Loan (NADL) Program on trust land.
- Coordinates with NCA leadership involved with administration and oversight of the Veterans Cemetery Grants Program on trust land.

Facilitates implementation of VA Tribal Consultation Policy:

- Serves as the policy advisor to the Secretary and agency leadership regarding implementation of the formal tribal consultation process necessary when policies and programs under consideration affect Veterans living in Indian Country.
- Develops, in collaboration with VA subject matter experts, issue papers, federal register notices and tribal consultation communications products.
- Facilitates access and direct communications between tribal leaders seeking to have their voices considered and heard by senior VA leadership and officials in order to have tribal government impact and perspectives considered in rule and policy making.

#### Authorities

EO 13175 VA Tribal Consultation Policy

Presidential Memorandum on Tribal Consultation – November 2009

VA Tribal Consultation Policy, February 4, 2011

VA Tribal Consultation Handbook and Directive 8603

## Intergovernmental Relations

### Overview

Intergovernmental Relations is the VA office of primary responsibility for all relations between VA and international, state, county and municipal governments. States are important partners in the delivery of benefits and services to Veterans, and are attuned to the specific needs and issues of Veterans. As the designated VA liaison office to state and local governments, Intergovernmental Affairs collects and



analyzes the capabilities, needs and concerns of governments to advise VA leadership and assist in policy development.

#### Functions and Activities

Serves as the VA office of primary responsibility for VA government relations with States:

- Builds and enhances government partnerships, and communications between VA and the offices of State Governors, Legislatures, State Departments of Veterans Affairs and other state agencies, and the National Guard Adjutant Generals.
- Maintains communication, enhances coordination, and assists in policy development with state-level Big 7 Intergovernmental Organizations – e.g. Council of State Governments (*CSG*), National Governors Association (*NGA*), and National Conference of State Legislatures (*NCSL*).
- Maintains communications, enhances coordination and conducts proactive outreach to DC based state offices and federal relations representatives.
- Maintains communications and enhances coordination with State Directors of Veterans Affairs and the National Association of State Directors of Veterans Affairs (*NASDVA*) as specified in the VA/*NASDVA* MOU signed in 2012.
- Coordinates VA senior leader travel and meetings with Governors and State Directors of Veterans Affairs.
- Serves as the VA office of primary responsibility ensuring with all VHA/VBA/NCA program managers involved with administration and oversight over any program, grants and/or training involving state governments.

Coordinates VA's government relations with Municipalities:

- Establishes partnerships and builds relationships with Mayors, City Councils, and municipal officials.
- Maintains communication, enhances coordination and assists in policy development with city-level Big 7 Intergovernmental Organizations – i.e. National League of Cities (*NLC*), United States Conference of Mayors (*USCM*), and International City/County Management Association (*ICMA*).
- Conducts proactive outreach to municipal offices of Veterans affairs and federal representatives to establish and maintain open lines of communications and policy development.
- Coordinates travel and meetings between VA senior leaders and local elected and appointed officials.
- Coordinates with VHA program managers involved with administration and oversight over grants and training available to municipalities.

Coordinates VA's government relations and activities with Counties:

- Establishes partnerships and builds relationships with County Executives, Commissioners, Board Members, Sheriffs and staff.

- Maintains communication, enhances coordination and assists in policy development with county-level Big 7 Intergovernmental Organizations – i.e. National Association of Counties (NACo), and International City/County Management Association (ICMA).
- Coordinates VA senior leader travel and meetings with County officials.
- Enhances the partnership with state offices of Veterans Affairs through the VBA/NACVSO (National Association of County Veterans Service Officers) MOU signed in 2012.

Coordinates and serves as liaison with the White House Office of Intergovernmental Affairs as well as all federal agency IGA counterparts.

Manages VA's International Affairs Program:

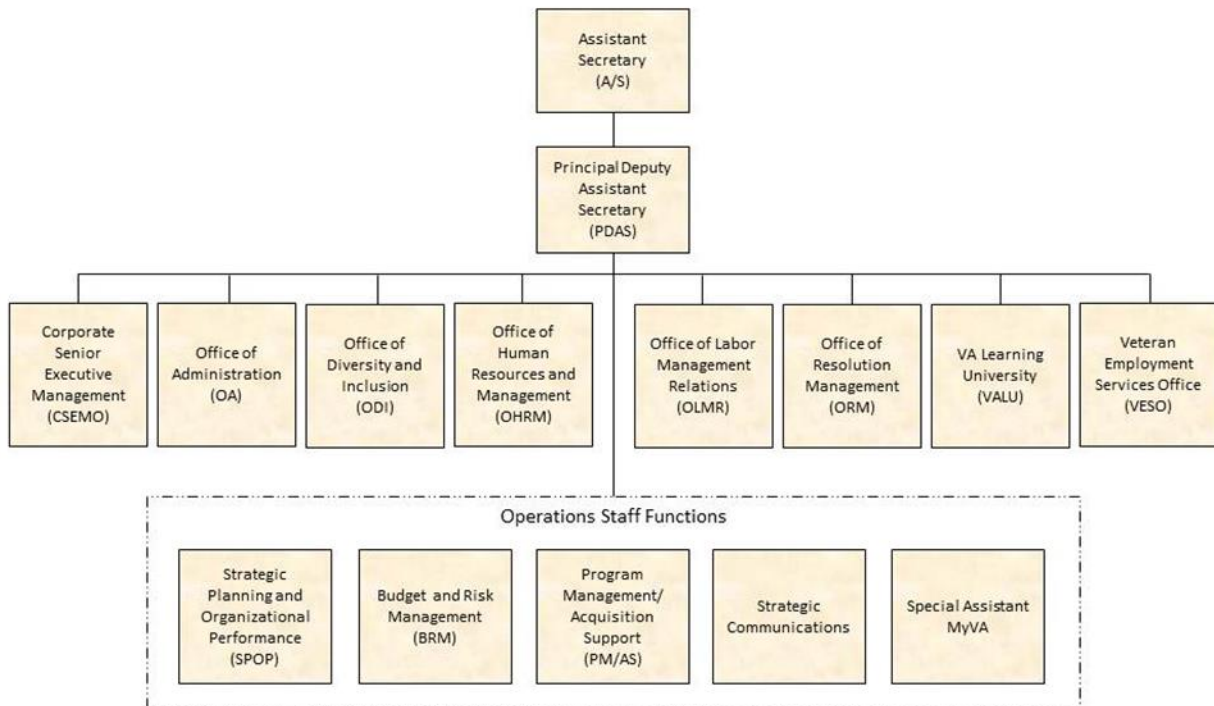
- Oversees all diplomatic outreach on behalf of SECVA, and VA senior officials and agencies.
- Coordinates visits by foreign dignitaries with SECVA and Under Secretaries.
- Coordinates with other Federal agencies, such as Department of State and DoD, on all foreign delegations' requests for meetings with national and local VA officials and locations.
- Coordinates SECVA and Deputy Secretary visits to foreign countries.
- Approves all requests for international participation at official VA events and locations.
- Serves as the Department's lead program office for ministerial summit events.
- Coordinates the **International Ministerial Summit and Senior International Forum**, with all members of the FVEY alliance (US, Canada, Great Britain, New Zealand, Australia), where SECVA and his counterparts discuss a variety of issues common to Veterans of all participating countries. Forum is held approximately every 18 months and hosted by allies on a roving basis.

#### Authorities

EO 12372

EO 12160

## 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, one that will continue to transform and improve the delivery of services to Veterans and their families.

### Office of the Assistant Secretary for Human Resources and Administration

#### Overview

HR&A supports the execution of VA’s Strategic Objective 3.1 (*Make VA a Place People Want to Serve*) and Strategic Objective 1.1 (*Improve Veteran Wellness and Economic Security*) through the following programs and services: enterprise-wide, competency-based workforce development for VA employees and leaders; strategic consultation and policy guidance for VA to attract, recruit, develop and retain high-performing employees; life-cycle management of the VA’s Senior Executives; development and implementation of programs to support Veteran recruitment, and VA retention and reintegration; prevention and resolution of workplace disputes; policy development in Equal Employment Opportunity (EEO) and diversity and inclusion, workforce analysis, outreach, retention, education and communications; policy guidance and bargaining with five (5) major unions that represent over 270,400 VA bargaining unit employees; and, customer-focused support services that create a safe and productive work environment.

HR&A is comprised of eight program offices and an operations support team which provides budget and risk management, acquisitions, strategic planning, performance evaluation and communications services.

- Office of Administration (OA)
- Office of Diversity and Inclusion (ODI)
- Office of Human Resources Management (OHRM)
- Office of Resolution Management (ORM)
- Office of Labor-Management Relations (LMR)
- VA Learning University (VALU)
- Veteran Employment Services Office (VESO)
- Corporate Senior Executive Management Office (CSEMO)
- Operations Support

## Office of the Deputy Assistant Secretary for Administration (03)

### Overview

The Office of Administration (OA) works through partnerships to provide customer-focused support services that create a safe and productive work environment. OA provides support services to VACO organizations and employees.

### Functions and Activities

- Manages the Department's Occupational Safety and Health (OSH) and Workers' Compensation (WC) programs
- Directs the Office of Protocol in support of Office of the Secretary events and special meetings
- Directs facilities management efforts for VA Central Office (VACO), including building services, rent / lease reconciliation and payment, Emergency Preparedness and notifications, support for VACO, and records management
- Provides support services to VACO organizations and employees including transportation, parking, mail operations, property management, and media services
- Directs VA Transit Benefit Program policy and coordination of fare distribution

## Occupational Safety and Health

- Manages VA's OSH and WC programs nationwide. Provides oversight of 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

- 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 resolution of safety and WC issues

### Transit Benefits Program Policy

- Directs VA Transit Benefit Program policy nationwide
- Coordinates application submission and fare media distribution nationwide and oversees fare media distribution in the National Capitol Region (NCR)
- Conducts periodic nationwide audits and provides advice and recommendations to field transit managers and administrators on cases of fraud and abuse

### Protocol Services

- Provides direct support and protocol services to the Office of the Secretary of Veterans Affairs and executive leadership, for events and special meetings
- 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 Renovations Services

- Responsible for all electrical work, painting, construction, and related alterations work in VACO space
- Responsible for all OA funded workstations, conventional furniture, and seating in the VACO building Services include cleaning, repairs, replacement, reconfigurations, modifications, and new purchases
- Manages the space needs of VACO organizations within the National Capital Region (NCR) including redesign, consolidations, and space reallocations
- Administers leases through the General Services Administration (GSA) within the NCR and works with GSA on lease renewals and terminations

### Facilities Services

- 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 Safety and Emergency Preparedness Program for VACO and provides emergency support to VACO campus facilities, which includes continuity of operations planning (COOP), VA Personnel Accountability System (VA-PAS) and emergency liaison for VACO
- Provides records management support, oversight and guidance, including set-up, close-out, and disposition (packaging, shredding, archiving) of official records and files

### Support Services

- Oversees the Interagency Agreement with Federal Occupational Health, which includes six health units, the VACO fitness center and the Employee Assistance Program Counseling
- 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
- Provides audiovisual, photography, graphics/exhibit design and video support for VACO organizations

### Performance Improvement & Accountability Support Services

- Integrates, and oversees the Lean Six Sigma methodologies for HR&A
- Tracks and maintains oversight of all Continuous Process Improvement projects and provide progress updates to leadership to include cost savings, resource, and project profile
- Operates the Client Service Center (VACO) to include promulgating center policies, strategies, and other customer service protocols

### 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)  
Government Performance and Results Act - Modernization Act of 2010 (GPRA-MA)

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

### Overview

The Office of Diversity and Inclusion (ODI) serves to build a diverse workforce and cultivate an inclusive workplace to deliver the best services to our Nations Veterans and their families. The ODI does this through national policy development in Equal Employment Opportunity (EEO), Diversity and Inclusion, workforce analysis, outreach, retention, training, education, and communications. The 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

National EEO, Diversity, and Inclusion Policies, Training and Communications

- Develops VA-wide policy statements, strategic plans and annual reports in the area of EEO, diversity and inclusion
- Delivers strategic diversity and inclusion communications
- Produces standard and customized diversity and inclusion training, and assesses impact of learning on organizational performance
- 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
- Develops and monitors outreach and retention initiatives and programs

- Administers VA Special Emphasis Program (e.g., Hispanic Employment Program, Black Employment Program, Lesbian, Gay, Bisexual, Transgender 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 the 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, analyzes trends and develops barrier statements and action plans for the VA MD 715 Equal Employment Opportunity Plan/Report
- Promotes the National Diversity Intern Program and coordinates the Workforce Recruitment Program for college students with disabilities, and provides funding for both programs
- Tracks reasonable accommodation requests and provides the funding
- 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

#### Authorities

5 USC 7201

5 CFR Part 720, Subpart B & C

EEOC Management Directive 715

VA Directive 5975, 5975.1

EO 13171

EO 13270

EO 13515

EO 13532

EO 13548

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

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
- Provides timely guidance to field HR community on monthly HR conference calls and through e-mails, flyers, notices, etc.
- Negotiates new or revised HR policies with labor unions as appropriate

VA Human Capital Management and Merit System Compliance:

- Assesses the effectiveness of Department-wide HR programs and policies through 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 and builds workforce planning capabilities that may be leveraged throughout VA to inform decision-making
- Leads the Department-wide HRStat reporting process as an Office of Personnel Management pilot site

Design, Implementation and Management of VA's Employee Experience and Engagement Strategy:

- Conducts workplace analyses to understand and remove barriers to employee engagement
- Identifies and leverages leading practices
- Provides tools, support and guidance to organizational leaders
- Disseminates employee engagement survey data and provides support for engagement efforts at all levels of the department
- Develops recommendations for changes needed to support systems that can positively influence engagement
- Develops approaches and initiatives for integrating VA's core values and characteristics into organizational processes

Design and implementation of programs to promote work-life balance:

- Develops and provides health and wellness educational materials to all VA employees
- Promotes workplace health activities to directly engage employees in healthy practices
- Increases telework in the Department

#### Management of Child Care Subsidy Program:

- Automates records processing and simplifies enrollment process
- Increases customer satisfaction

#### Implementation of Hiring Reform:

- Improves the outreach recruitment and hiring process
- Involves managers and supervisors in the hiring process
- Implements a Web-based recruitment and hiring solution
- Issues user licenses
- Implements category rating
- Trains USA Staffing users, managers and supervisors
- Manages the design, development and implementation of the HR-Smart system. This is the new 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

#### Management of 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 HR information management systems support VA-wide

#### 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 includes full-time EEO counselors, case managers, and investigators. ORM is also responsible for managing the Department's alternative dispute resolution (ADR) program and Anti-Harassment Program.

### Functions and Activities

#### Prevention of Workplace Disputes and EEO Complaints:

- Offers programs such as conflict management and ADR training and assessments that ensure employees and managers understand the characteristics of a healthy work environment and have the tools to effectively engage and manage workplace conflict; thereby preventing disputes and complaints

#### 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
- 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
- Provides EEO discrimination complaint processing services to VA employees, applicants for employment and former employees which include counseling, investigation, and procedural final agency decisions.
- Develops programs to improve the overall management of EEO discrimination complaint processing services within VA, including training for employees, managers, and supervisors on the EEO complaint process ( includes training on harassment and retaliation)
- Ensures VA compliance with final decisions on EEO complaints and settlement agreements, and fully investigates claims for compensatory damages. ORM is also responsible for the preparation of Federal and congressionally mandated reports, such as the No FEAR Act and the Senior Managers Report
- Coordinates the receipt and referral of allegations of discrimination raised by Veterans with respect to Federal conducted or assisted programs and activities under Title VI and Title IX of the Civil Rights Act, the Age Discrimination Act of 1975 and the Rehabilitation Act of 1973
- Policy and oversight responsibility for the Department's Anti-Harassment Program.

### Authorities

PL 105-114PL 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

### 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

Management of LMR Program at all Levels of the Department:

- Manages LMR specialists who serve as labor relations subject matter experts and information points of contact for all VA geographic locations
- Advises customers on resolving and preventing grievances, unfair labor practices, labor litigation and responds to questions on the interpretation of national collective bargaining agreements, labor statute and case law
- 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

Promulgate and Interpret 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 subject matter experts 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.

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

Appraisal of the VA LMR program throughout the Department:

- Conducts 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 38 U.S.C. §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

Represents VA before the Federal Labor Relations Authority and the Federal Service Impasses Panel (FSIP) on LMR matters.

#### Authorities

VA Directive 5023

EO 13522

38 USC 7422

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

#### Overview

The Office of the Dean of VALU provides enterprise-wide, competency-based workforce development for VA employees and leaders.

#### Functions and Activities

Development of Strategic Leaders for a 21st Century VA:

- 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)
- Assesses and plans solutions to VA leadership and supervisory training gaps
- Designs and delivers a certified, fair and equitable competency-based leadership development program, and manages the selection process for all levels of employees focused on accentuating core values (e.g. ICARE)

Enhancement of Employee Skills to Improve 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

#### Management of VA Nonclinical 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
- 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

#### Operation and Sustainment of 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)
- Supports VALU Performance Measurement Collection and Reporting from TMS
- Develop and manage a Training Evaluation/Assessment Process
- Measures the return on investment
- Develops VALU policies and procedures based on standards and assesses VALU metrics
- Manages VALU portfolio of programs, establishes, and maintain SOPs, and administers requirements and governance processes

#### Development and Management of 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 Veteran Employment Services Office (VESO) (006VE)

### Overview

The Veteran Employment Services Office (VESO) was created in 2011 in support of Executive Order 13518. VA. The VESO mission is to develop and implement innovative and comprehensive programs, procedures and services to support federal Veteran recruitment and VA retention and reintegration.

### Functions and Activities

VESO/VA for Vets Program:

- Manages the VA for Vets program, a high-touch approach to facilitate the recruitment, retention, and reintegration of Veterans at VA
- Develops and manages communications and outreach events to build awareness and advise Veterans and hiring managers of VESO non-competitive hiring options and VA for Vets programs and services
- Manages a cadre of Regional Veteran Employment Coordinators, HR Staffing specialists, and Deployment and Reintegration managers across VA to recruit, retain, and reintegrate qualified Veteran talent at VA
- Assists Veterans in preparing resumes and completing employment application packages
- 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
- Oversees the Uniformed Services Employment and Redeployment Rights Act (USERRA) compliance and case management for the Department

### Authorities

Department of Veteran Affairs Office of Human Resources and Administration (HR&A) Strategic Plan FY2014-2020

Department of Veterans Affairs Strategic Plan

Executive Order 13518, November 2009 (Veteran Employment)

Office of Personnel Management's Veteran Guide

Veterans Opportunity to Work (VOW) to Hire Heroes Act 2011

Veterans Recruitment and Employment Strategic Plan for FY 2014-2017

5 CFR part 720, Subpart C (Disabled Veterans Affirmative Action Program)

5 CFR 315.705; 5 CFR 307 (Veterans' Recruitment Appointment)

5 CFR 316.302 (b)(4); 5 CFR 316.402(b)(4); 5 CFR 315.707 (Selection of term, temporary employees; Disabled Veterans)

5 CFR 213.3102(u); 5 CFR 315.709 (Schedule A; Appointment of Persons with Disabilities)

5 USC 2108 (Veterans Preference)

5 CFR 3.1 (Classes of Persons Who Can Noncompetitively Acquire Status)

38 USC 4214 (Employment within the Federal Government)

38 USC Chapter 43 (USERRA)

38 USC Chapter 31; 315.604 (Training and Rehabilitation for Veterans With Service Connected Disabilities; Employment of Disabled Veterans Who Have Completed Training Under Chapter 31 of Title 38)

## Office of the Executive Director for Corporate Senior Executive Management (CSEMO) (006D)

### Overview

CSEMO supports the entire life cycle management of the VA's Senior Executives and provides full employment services for VA's senior leaders\*, Title 38 SES Equivalent appointees, members of the Board of Veterans Appeals, and consultants and experts.

\* VA Senior Leaders include: Political Appointees, members of the Senior Executive Service (SES – career, non-career, limited term, and limited emergency), Senior Level (SL) employees, and Schedule C employees.

### 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, including onboarding and executive development programs, in coordination with the Administrations and Staff Offices
- Manages a proactive recruitment program and effectively manages Senior Executive allocations to ensure resources are aligned with VA's priorities
- Administers an effective senior executive compensation and recognition and awards program
- Conducts corporate-level senior executive training
- Supports Government-wide initiatives and collaborates with others across Government to develop and deliver new senior executive programs

### Authorities

5 USC  
5 CFR  
38 USC



## Operations Support Staff Functions

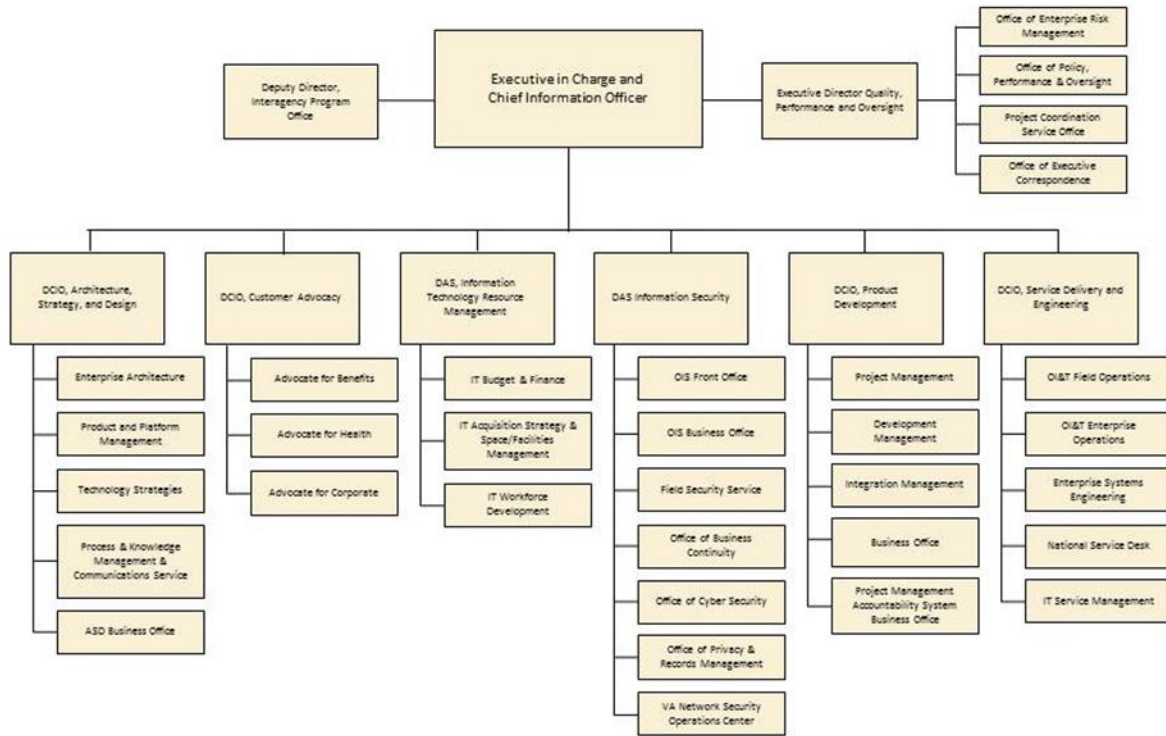
### Overview

Executes HR&A business management practices that enable HR&A to deliver human capital services to the Department and support the accomplishment of the MyVA vision.

### Functions and Activities

- Orchestrates and synchronizes HR&A support to the MyVA planning
- Provides strategic planning; budget and risk management; and program management and acquisition support
- Monitors, evaluates and reports on organizational and program performance to enable leaders to make data-driven decisions, strengthen accountability and facilitate a culture of customer-service
- Provides leadership, stewardship and oversight on budgetary, financial and risk management matters. Ensures effective controls and accountability exist over HR&A resources.
- Manages, facilitates and provides oversight for HCIP acquisition efforts and strategy
- Provides HR&A strategic and executive-level communication under initiatives such as MyVA, to ensure all employees understand how their daily work supports VA's mission of caring for Veterans

## 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* support 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 (005E)

### 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 the VA's enterprise architecture (VA EA)--an integrated technical, business, systems, and data architecture, used to facilitate Agency transformation and enforce standards;
- Provides systems design, engineering, and integration standards;
- Leads OI&T continuous process improvement efforts;
- Standardizes processes and operates and maintains the OI&T process asset library (ProPath);
- Develops and promotes forward-thinking IT strategy to help VA meet future mission requirements;
- 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 processes, 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 VA EA. It leads the development of IT-related transformation strategies and plans within OI&T and across VA and provides liaison support with OMB and GAO on related activities. It also chairs the Enterprise Architecture Council (EAC).

The VA 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 programs/ initiatives, business, 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 VA EA in a 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, the Information Resource Management Strategic Plan and IT strategic planning guidance. 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 and efficiencies among participating business components.

### Functions and Activities

- Plan, develop, and maintain configuration control of the VA EA, which is a strategic information asset and decision support tool that defines VA's mission and the information and technologies needed to perform it.
- In collaboration with agency stakeholders, develop and publish the Information Resources Management Plan, Enterprise Roadmap and IT strategic planning requirements to enable mission outcomes.
- Develop and execute a performance measurement management capability to monitor EA value and outcomes.
- Liaison with OMB on EA and IT strategic planning activities
- Chair the Enterprise Architecture Council (EAC).

## Product and Platform Management

### Overview

Product and Platform Management (PPM) serves as the first stop for business owners seeking guidance in terms of the planning of initiatives involving an IT component. This ASD component is responsible for working with business owners to develop initial plans that will help in developing credible cost estimates for the VA multi-year planning effort and for proposing an initial solution architecture that takes advantage of shared services of VA's technical infrastructure to increase VA operating efficiency.

ASD PPM has primary responsibility over specific initiatives involving IT after they have been identified by the business component. Further, ASD PPM Product Managers have a secondary role for their products throughout the product lifecycle.

The Product Managers (PdM) serve as IT Product Owners and have life-cycle responsibilities for all products under their portfolios. Their responsibilities extend to work with business owners to capture requirements for product builds and to drive the creation and approval of Product Solution Architectures. PdMs serve as OI&T's entry point for technical support for specific initiatives prior to the funding of these initiatives.

The PdM is responsible for transitioning products to Product Development (PD) acquisition and development activities upon completion of strategic planning.

PPM is organized functionally into four major Product lines and two supporting offices. Each has 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.

The four major Product lines are currently:

---

Office of Information and Technology Architecture, Strategy, and Design (005E)

- Corporate and Activity Management;
- Health Products;
- Benefits and Memorial Affairs;
- Interoperability and Enterprise Shared Services (IESS).

The supporting offices are called Product Engineering and Business and Process Management Office.

#### *Product Engineering Office*

The Product Engineering Office performs high level business architectural assessment support for Product Managers and other customers.

#### *Business and Process Management Office*

The Business and Process Management Office also develops cost estimates, budgets, coordinates communications and responds to Congressional and GAO activities, evaluates and improves PPM processes, and provides human resources and administrative support to other elements of the office.

## Technology Strategies

### *Overview*

The Office of Technology Strategies (TS) develops the strategy, guidance, implementation and governance for VA's "to-be" technology environment. Its capability areas are driven by the Department of Veterans Affairs (VA) Chief Information Officer (CIO) Goals and inform VA's Enterprise Roadmap (ERM), which support the overall VA mission and strategy to meet emerging business needs to better serve Veterans. TS help create and implement a more effective and efficient enterprise IT environment to meet business needs while maintaining a consistent approach to the System and Software Development Lifecycles (SDLC). Situated in the Office of Information and Technology's (OI&T) Architecture, Strategy and Design (ASD) Directorate, TS is organized around the following capability areas: IT Infrastructure Vision development and maintenance; enterprise design patterns; and governance, enforcement, assessment, and compliance (GEAC).

### *Functions and Activities*

- TS is responsible for the Enterprise Technology Strategic Plan (ETSP), which defines the "to be" enterprise technology vision. This document reflects VA's IT vision attributes and describes how those attributes are driving VA toward a future in which Veterans, dependents, customers and partners receive seamless service experiences and increased access to information.
- TS develops Enterprise Design Patterns, which are designed as enterprise-level guidance documents that provide a reusable set of standards, policies and capability frameworks to enable VA to conduct standardized development, acquisition and/or implementation of IT systems and services.



- TS maintains the One-VA Technical Reference Model (TRM) which is one component within the overall EA providing coordinated and consolidated decisions from across OI&T and business lines on approved and unapproved technologies and standards within VA.
- TS focuses on supporting GEAC activities to ensure projects adhere to the VA Enterprise Technical Architecture (ETA) through oversight over the Architecture Engineering Review Board (AERB) Compliance Review, technical reviews of all project documentation and artifacts, support for PMAS Milestone reviews and follow-up support to ensure compliance with VA's IT strategic direction.
- TS also partners with other OI&T pillars to maintain a sustainable eco-system of infrastructure and applications by refining and establishing compliance guidance that is leveraged within the AERB and PMAS review processes.
- TS and its partners also set expectations prior to integrated project team (IPT) formation to holistically address architecture requirements and set boundaries to constrain solution designs in a manner consistent with the ETA.
- The TS Implementation Support (IS) team manages the process of integration with TS stakeholders by continuously communicating with stakeholders throughout VA to ensure they understand how and when to use TS products.
- TS publishes most of its content on the TS website (<http://www.techstrategies.oit.va.gov>), and posts weekly updates to its blog, TechStrat Today (<http://vawww.blog.va.gov/techstrattoday>).
- The Data Management team currently sits within TS, but it is a production group which handles the corporate database. They perform design, modeling and writing of scripts for data for Veterans Benefits Administration (VBA) Corporate Database. The Data Management team does not influence VA's data strategy or vision.

Other key TS functions of the future state include:

- Coordination across ASD service offerings to ensure architecture and engineering SME team formation necessary to guide solution designs that leverage the prescribed architecture.
- Provide expert design services for infrastructure-specific architectures (e.g. mobility, ESB, data center consolidation, shared security services) for the VA Enterprise.
- Application of infrastructure solution architecture and platform management discipline throughout the SDLC as projects work to design, develop and deploy systems and products in accordance with VA business needs.
- Develop artifacts that will improve system flexibility, to include: infrastructure environment designs, data management environment designs, shared services strategy and IT Infrastructure Optimization Strategy.
- PMAS decision-making authority to ensure solution design compliance/readiness prior to deployment into the VA operating environment.

- Provide information to other PMAS Review voting members and to the general OI&T audience concerning a project's compliance with ASD requirements.
- Guide enterprise contract requirements to ensure investment decisions are made based on sufficient architectural consideration and technology roadmap guidance.
- Management of information concerning the VA Technology Strategy:
  - Researches emerging and new technologies for applicability to VA, considering applicability and cost.
  - Coordinates activities with OI&T pillars to drive consensus and a consolidated VA IT Vision.
- Coordinate Program development (P2) activities for OI&T initiatives:
  - Perform alternative and technical trade-off analyses within infrastructure space.
  - Support Product Management P2 activities by ensuring the Total Cost of Ownership, Return on Investment (ROI) and Net Benefit is understood.
  - Build and maintain VA IT Infrastructure optimization (i.e. divestiture) plan.
- Provide subject matter expertise on Technology Strategies & Platform Management objectives to VA leadership.

## Process and Knowledge Management and Communications Service

### Overview

PcM develops, implements, maintains, and oversees the overall OI&T process asset library (ProPath), mandated by the CIO. PcM publishes major releases of ProPath quarterly and smaller releases every other month; leads continuous process improvement efforts to support PMAS and CRISP; creates and executes process implementation plans; engineers and implements standardized processes/procedures, artifacts, and tools; and educates and assists staff on the use of the processes and tools. PcM serves all of OI&T and collaborates closely with the Administrations.

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 records management, and internal communication within ASD.

## ASD Business Office

### Overview

The ASD Business Office (ABO) plans, develops, coordinates, and manages essential business, administrative, and logistical Functions and Activities of ASD. ABO works directly with the OI&T Front Office and ASD sub offices, and coordinates with offices and organizations VA-wide; other federal departments and agencies; and non-governmental organizations as required and appropriate.

### Functions and Activities

ABO's areas of responsibility include:

- Fiscal planning,
- Programming, budgeting, and execution oversight;
- Executive correspondence;
- Tasking, action, and reports management;
- Emergency and contingency planning and operations;
- Special project coordination;
- ASD policy, guidance, and standard operating procedures;
- Human capital management;
- Personnel administration and actions;
- Employee training;
- Facilities and space management;
- Supplies, it assets, equipment, and property management; and
- Acquisition and contract management and oversight.

### Office of Customer Advocacy (005A)

#### Overview

The Office of Customer Advocacy (OCA) works with VHA, VBA, NCA, and VA's staff offices at senior levels to ensure issues of mutual concern are resolved. OCA 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. OCA acts as an Ombudsman between OI&T and its customers, providing a single access point for customers to senior IT leadership.

OCA's focus is on increasing customer satisfaction with OI&T services at all levels of VA. This will include customer advocacy, collecting and analyzing customer satisfaction metrics, and responding to IT support requests at the enterprise, business, and employee levels. OCA's goal is to help resolve customer business challenges and achieve desired outcomes that positively impact effectiveness and efficient delivery of services.

### 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

---

Office of Information and Technology Office of Customer Advocacy (005A)

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 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 required 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.

### Functions and Activities

#### *IT Budget Execution and Analysis Service*

##### Overview

The IT Budget Execution and Analysis Service (BEAS) is responsible for translating the Congressionally approved budget top-line numbers into an executable budget operating plan that ensures IT funds are appropriately and fully aligned to fund the development, sustainment, and staffing needs across the enterprise.

- BEAS also functions as centralized systems and analysis organization, and ensures integration of information contained in the annual Budget Operating Plan with VACO staff offices supporting acquisition, logistics, and policy development and implementation.

#### *IT Financial Management and Oversight Service*

##### Overview

- The IT Financial Management and Oversight Service (FMOS) completes the cycle providing a full accounting of all budgetary resources and ensuring internal controls across all resource activities throughout the OI&T enterprise.
- The Financial Management and Oversight Office serves as the accounting and financial policy interface to the Department, oversees the IT Travel and Purchase Card Policy, and serves as the Department's lead on IT Internal Controls and meeting the Federal Managers Financial Integrity Act (FMFIA) responsibilities.

## *Internal Controls Branch*

### Overview

- 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 Facilities Management have three divisions: (1) IT Acquisition Strategy, (2) IT Space and Facilities Management and, (3) IT Vendor Management Office.

### *It Acquisition Strategy Office*

#### Overview

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).

### *IT Space and Facilities Management Office*

#### Overview

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 effective 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 Vendor Management Office*

#### Overview

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.

## 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 provides information security and privacy infrastructure for VA. The office 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, Freedom of Information Act (FOIA) requests, incident response, critical infrastructure protection, and business continuity. In addition, the OIS team 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 Front Office

### Overview

OIS Front Office staff is responsible for overseeing the composition of executive-level correspondence, preparation of congressional testimony, and speeches and responses to public relations inquiries. The Front Office also manages OIS performance reporting within OI&T as well as the Department and external stakeholders such as the Office of Management and Budget.

- The Communications Team is responsible for a range of communication duties including executive messaging, regular department newsletters, and awareness campaigns within OIS.
- The Correspondence Team oversees all Veterans Affairs Internet Quorum (VAIQ) items and executive correspondence actions within OIS. VAIQ serves as the official document management and tracking system used to control and monitor the initiation and completion of correspondence. This team also manages responses to GAO and IG inquiries, studies, and reports.

## OIS Business Office

### Overview

The OIS Business Office performs business management functions required to support the office's initiatives and programs. 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.

## Field Security Service

### Overview

Field Security Service (FSS) consists of VA Information Security Officers (ISOs). Geographically dispersed throughout the Department, FSS ISOs are the "boots on the ground" security professionals, the face of information security for the Department.

FSS is organized into four divisions:

### *ISO Division*

#### Overview

ISO Division provides ISO support to all 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. ISOs are agency officials assigned with the responsibility to ensure that the appropriate operational security posture is maintained for an information system or program.

ISOs administer the VA Information Security Programs at VA facilities, ensuring compliance with federal security requirements and VA security policies. They also ensure that cost-effective security controls are in place to protect automated systems from fraud, waste, and abuse. FSS ensures the privacy, confidentiality, integrity, and availability of information assets in facilities and field offices across the country.

### *Health Information Security Division (HISD)*

#### Overview

Health Information Security Division (HISD) supports two national information security programs – the Medical Device Protection Program and the National Contractor Access Program.

## Medical Device Protection Program

### Overview

The Medical Device Protection Program is a comprehensive security initiative that encompasses pre-procurement assessments, medical device isolation architecture, communications, training, validation, scanning, remediation, patching, and secure remote connectivity. HISD provides MDPP guidance to ISOs, Biomedical Engineers, and OI&T personnel. In addition to internal VA collaboration, HISD partners with external stakeholders across the federal government and the medical device industry to share best practices and better safeguard medical devices from threats.

## National Contractor Access Program

### Overview

The National Contractor Access Program (NCAP) is an access methodology necessitated from companies needing single secure login into the VA network for contractors to support multiple VA facilities. The program supports two options for secure access to the VA network - National Client to Site VPN Accounts and National Site to Site VPN Tunnels.

## Data Center Support Division (DCSD)

### Overview

DCSD administers the information security programs throughout the Enterprise Operations (EO) Information Technology Centers (ITC), Regional Data Centers (RDC), the Network Security Operations Center (NSOC), the Capital Region Readiness Center (CRRC) and VA enclaves within the Verizon Terremark facility to ensure the security of VA interagency systems, external partnerships, evolving technologies, and developing electronic initiatives.

DCSD ISOs maintain common controls across the data centers; provide Assessment and Authorization support to EO Security Services and Field Security Service ISOs; partner with internal and external partners to interpret and establish consistent security guidance; and centralize and standardize account management, network access control, database security, vulnerability scanning and remediation, and all other information security initiatives across the Information Technology Centers. DCSD ISOs maintain expertise through continued security education, training, and research, while sharing those lessons throughout the security community.

## Office of Business Continuity

### Overview

The Office of Business Continuity (OBC) is responsible for developing and implementing emergency management and continuity programs that ensure resiliency of critical IT tasks. BC develops implements and oversees policies, procedures, training, communications, and operations designed to ensure the continuity of the entire VA IT network of systems that store, process, and disseminate information that supports VA services to veterans and their families. In addition, BC provides staffing to VA's Integrated Operations Center to create and maintain shared situational awareness across administrations and staff offices concerning OI&T issues.



## 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*

#### Overview

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.

### *Audit Resolution and Readiness Service*

#### Overview

The Audit Resolution and Readiness Service scans current and burgeoning federal laws, regulations, and guidelines to determine their 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*

#### Overview

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*

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*

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*

Identify 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. OIS 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 five services: the Privacy Service, Enterprise Records Service, Identity Safety Service, Incident Resolution 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 Privacy Impact Assessments 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 FOIA 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.
- 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. Establishes and maintains a formal incident response capability and provides pertinent information on incidents to the appropriate organizations.
- Facilitates the national Data Breach Core Team to review, discuss, and provide resolution for nationwide VA incidents.
- 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 "More Than a Number" website (<http://www.va.gov/identitytheft>), which 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.

## 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 monitoring and incident response for cybersecurity threats and incidents.
- Monitors and manages the Trusted Internet Connection (TIC) Gateways and the enterprise core backbone.
- Conducts vulnerability and penetration testing of TIC gateways and the VA enterprise network.
- Provides cyber forensic analysis services, investigates and analyzes 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.
- 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.

## 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.

## PD Business Office

### 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

- Administer PMAS to ensure effective operation and execution
- Serve as the Business Owner and Sponsor for the PMAS database, dashboard, and other reporting tools; and as stewards of the PMAS data and dashboard reporting discipline
- Serve as stewards of PMAS data and dashboard quality and reporting discipline, and educate and train program/project teams on the value of PMAS execution.
- Monitor the progress of all VA IT projects in PMAS
- Maintain and monitor a central repository of authoritative information on VA IT program/project status in the PMAS dashboard, and report current data to OI&T and VA senior leaders
- Develop and maintain PMAS policy, guidance, and the tools and techniques needed to gather, analyze, and report on PMAS projects
- Establish, maintain, and socialize PMAS policies, guidelines, and processes
- Provide guidance and training on PMAS policy; guidance and data quality analysis on PMAS status reporting; guidance regarding PMAS Integrated Project Teams (IPTs); guidance for new PMAS interfaces
- Provide findings and recommendations regarding project performance as requested; provide PMAS input for OI&T's Monthly Performance Reviews (MPRs); ad hoc reporting capabilities to the CIO and OI&T leadership; and OMB300B data gathering tools and support for PMs
- Provide support to the AS/IT (or designee) and IT Program and Project Managers in the area of management reviews, Green, Yellow and Red Flags, TechStats and Milestone Reviews. This support includes meeting facilitation, developing and/or consulting on materials, processes and procedures

- Create PMAS policy with guidance from the Chief Information Officer (CIO) and Executive Leadership Team (ELT) and update and publish the PMAS Guide and Integrated Project Team (IPT) Guide
- Coordinate PMAS training updates and independent assessments of PMAS projects; coordinate and conduct scheduled TechStat meetings, producing meeting records and action items for Project Managers (PMs) as appropriate; and weekly Red Flag meetings, providing status reports for the CIO and other relevant parties
- Assess and measure the efficacy of PMAS standards and recommend improvements to PD and OI&T leadership.
- Manage monthly OMB300b reporting process and system
- Institutionalize and update PMAS artifacts and processes within ProPath, collaborating with ASD staff.

## Office of Service Delivery and Engineering (005OP)

### 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 five major components: Field Operations, Enterprise Operations, Enterprise Systems Engineering, National Service Desk and IT Service Management.

## 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*

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 provides all support and guidance to the myriad of remote tenants that occupy offices and facilities throughout the country.



### *Technology Management Office (TMO)*

Technology Management Office 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.

### *Business Intelligence Office (BIO)*

Business Intelligence Office 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.

### *VACO Support Services*

VACO Support Service provides technical and operational IT support to the VACO campus.

## 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)*

#### *Overview*

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)*

#### *Overview*

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. EIS 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)*

#### Overview

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 Tier2, 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)*

#### Overview

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.

SDE/ESE is comprised of the following Directorates:

### *ESE Program Management Office*

#### *Overview*

The ESE Program Management Office oversees internal operations of ESE, directing programmatic administrative services, including human resources activities; planning and execution of ESE budget; ESE communications program, including Web communications; staff writing and all official external correspondence; ESE Training Program, including workforce preparedness and succession planning. Establishes Standard Operating Procedures (SOPs) for programmatic processes and manages SOP compliance. Processes work on behalf of the Executive Director ESE and provide oversight of all ESE functions, managers and departments.

### *Capacity and Performance Engineering Service (CPE)*

#### *Overview*

Capacity and Performance Engineering Service (CPE) provides requirements-based capacity and performance certification services to ensure IT systems meet or exceed all customer acceptance criteria and requirements and perform and operate as efficiently as possible in production. CPE works collaboratively with the Office of Information and Technology (OI&T) development project teams on analysis of capacity and performance engineering issues throughout the system development lifecycle. CPE provides a leadership role with governance responsibility for capacity and performance evaluation at the enterprise and system platform level. See the [CPE Service Areas](#) for more information.

### *Systems Design & Core SE Services*

#### *Overview*

Systems Design & Core SE Services is responsible for enterprise-level infrastructure engineering activities in several critical areas: Client Services, Architecture and Design, Enterprise Platform Engineering, Business Systems Engineering, and Core Infrastructure Services. The focus of these organizations is the development of engineering processes that ensure new and modified system components integrate efficiently into the VA IT enterprise in order to optimize performance and satisfy customer needs. Key components of these activities include: structuring the development of IT topologies, analyses of end-to-

end solutions, and the continuation of enterprise-level engineering support throughout the system lifecycle, with regard to implementation, maintenance, and disposal engineering considerations.

### *Enterprise Testing Service (ETS)*

#### Overview

ETS works hand-in-hand with Product Development (PD) to provide an independent evaluation of development artifacts and product software. This evaluation helps Office of Information and Technology (OI&T) management minimize risk of schedule delays, cost overrun, poor quality, and software failure. ETS provides test environments on which software products can be tested as well as independent evaluations of project artifacts and project software. Services falling under the category of Test Environments include: establishment of a new database with a New Test Database Request (NTDR), miscellaneous issue when there is trouble with a testing environment, database restore/refresh/backup, and user access to an environment. These services can be requested with a Test Center Service Request. Services falling under the category of Independent Evaluations include: work product reviews of project artifacts, testing observation and validation of the operation and use of the software product, and various types of testing including legacy patient safety issue (PSI) testing, risk-based independent testing, performance testing, and system integration testing.

### *Lifecycle and Release Management*

#### Overview

Lifecycle and Release Management has overall responsibility for the transition of certified products that will be released to the field and lifecycle management of those products through retirement. Release Readiness: Protects the production environment and its services through the use of formal procedures and checks that govern the scheduling and deployment of changes. Change and Configuration Management: Establishes and manages enterprise change and configuration management processes for production deployments. Verifies the configuration health of deployments, consistent with OI&T strategies and standards. Lifecycle Management: Ensures that each product or infra- structure project is effectively managed throughout its lifecycle. Includes establishing processes that influence system cost and efficiencies for all artifacts from product inception through retirement.

### *ESE Technology Innovation Program Office*

#### Overview

The Technology Innovation Program is responsible for continually evolving the Information Technology (IT) roadmap as it pertains to IT acquisition, to assure a robust standards-based infrastructure, maximize industry competition, avoid vendor lock situations, negotiate and manage Enterprise License Agreements, and apply rigorous license management practices across the Department of Veterans Affairs (VA) IT environment. As part of the change in direction with the Microsoft Enterprise License Agreement, a Technology Innovation Program (TIP) Office is being stood up within Enterprise Systems Engineering to help mitigate any risks and ensure alternative approaches to existing products are regularly evaluated. The TIP Office will provide strategic planning and engineering of new infrastructure technologies to mitigate the risk of technology stagnation in the enterprise. It will continually drive innovation by identifying alternative approaches and products to existing methods. The program office staff will monitor market trends, collect internal requirements, determine enterprise product set and develop a technology road map.

## *ESE Telecommunications Engineering & Design*

### Overview

The mission of the ESE Office of Telecommunications Engineering and Design (Telecom) is to set the agency's enterprise level telecommunications strategy and policy, to implement VA and Federal telecommunications policies agency-wide, and to oversee the nationwide delivery of telecommunications services (voice, video, and data). Telecom is responsible for telecommunications policies, procedures, and strategic planning; OneVA WAN engineering, standards, architecture; radio frequency, spectrum management; secure communications policies and capabilities; telecom transport services orders (via FTS2001 and Network contracts); voice infrastructure provisioning (including PBX and VoIP systems); call center infrastructure engineering, implementation and management. This office ensures that VA's telecom infrastructure meets the growing and evolving needs of the agency's staff and the veterans they serve. It is committed to providing dependable and cost-effective telecommunications services with appropriate privacy and security across the entire department.

## *National Service Desk*

### Overview

The National Service Desk (NSD) manages all IT Tier 1 Service Desk functions within OI&T; the primary functions of the Service Desk are incident and problem control, life cycle management of all service requests, and communicating with the customer. NSD Functions as first-line support for resolution of issues related to enterprise applications, systems, and other resources. NSD is responsible for service disruption and outage reporting, information dissemination, and data collection. NSD ensures a high-level of customer satisfaction by managing customer requests, incidents, and problems.

### Functions and Activities

- Delivering a proactive, knowledgeable and reliable service at first point of contact, offering advice and support for centrally provided IT services
- Offering a variety of contact methods to suit our customer's needs, including telephone, email and self-service
- Supporting and developing our staff to ensure we deliver an excellent quality service
- Working with stakeholders to understand the needs of our customers
- Continually developing and improving our services and processes
- Taking positive action to maintain a high level of customer satisfaction

SDE/NSD is comprised of two Directorates:

*Service Desk Operations (SDO)* is responsible for providing all VA customers a single point of contact for Information Technology inquiries, support and communication. Focus is to provide 24 X 7 X 365 support for all VA functions; Veterans Health, Veterans Benefits, Education, Data Center, Security, VA Central Office, etc.. NSD is staffed in various locations throughout the United States, with each location incorporating groups providing various functional support areas,

*Service Support Operations (SSO)* is responsible for the implementation and underlying operational support of Service Desk Operations. SSO Provides technology support including: managing the IT Service Management system, the Automated Call Distribution system (ACD) as well as SharePoint management. The Metrics and Analysis Team is responsible for management and auditing of all measures. It is also responsible for quality reviews. The Knowledge Management Team is responsible gathering all application knowledge, and developing/implementing associated training programs. Resource Management develops, plans, coordinates, and manages essential business, administrative, and logistical Functions and Activities of NSD.

## IT Service Management

### Overview

IT Service Management is responsible for SDE's work intake process, capital planning, budget programming and execution, and cost containment. ITSM is also responsible for enterprise project management, acquisition coordination, and communications and performance metrics.

### Functions and Activities

#### *Business Services and Communications*

##### Overview

Business Services and Communications provides support for contracts, human capital management, task coordination, communication, performance reporting and analysis, and field administrative support.

#### *Program Administration Office*

##### Overview

Program Administration Office (PAO) provides rigorous portfolio, program and project management (PPPM) services to SDE by employing standard, industry-proven processes, techniques, tools, and templates based upon PPPM best practices and in compliance with the OI&T Project Management Accountability System (PMAS). PAO also manages SDE activities to design and provision infrastructure solutions for application development projects.

#### *Resource Planning*

##### Overview

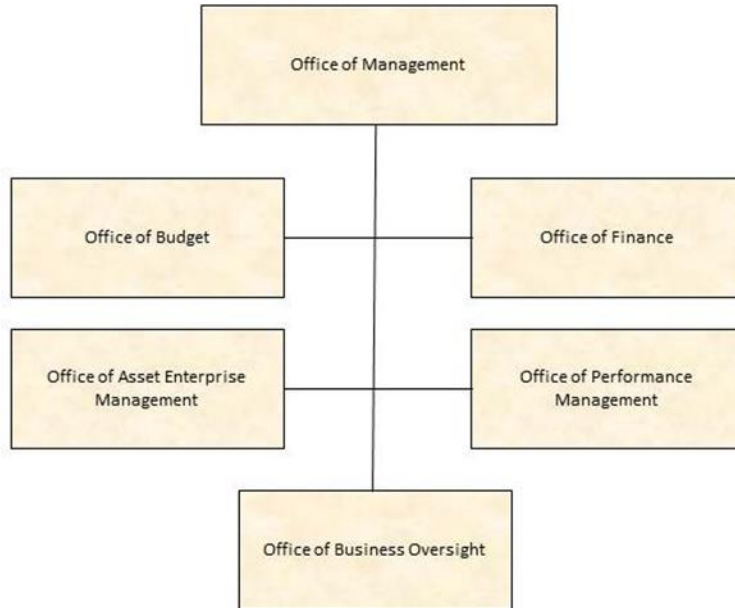
Resource Planning provides resources for planning, analysis, and execution of SDE budget including program analysis and OMB reporting to enable efficient management of VA IT Resources.

### 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 Federal Records Act of 1950 (44 US §3101)

The Freedom of Information Act, as amended 5 USC 522  
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

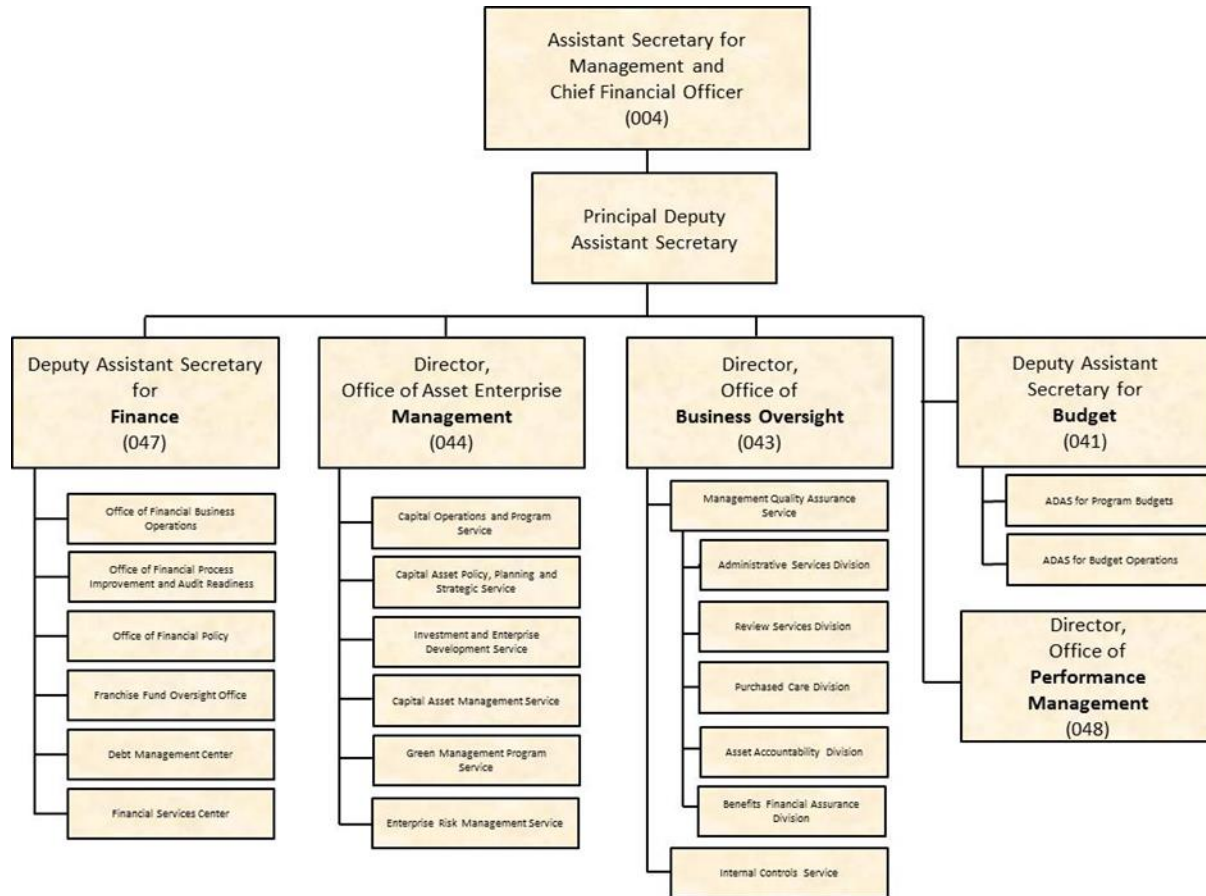


### Mission Statement

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.



## Office of the Assistant Secretary for Management and Chief Financial Officer



### Overview

OM supports the Administrations and Staff Offices through five major service lines and has a number of activities and initiatives underway to help improve the Department’s operations.

### Functions and Activities

OM supports the Administrations and Staff Offices through five major service lines and has a number of activities and initiatives underway to help improve the Department’s operations. The Assistant Secretary for Management oversees all resource requirements, development and implementation of agency 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. OM also oversees the Department’s capital asset management activities and business oversight activities, including development and implementation of policies and regulations.

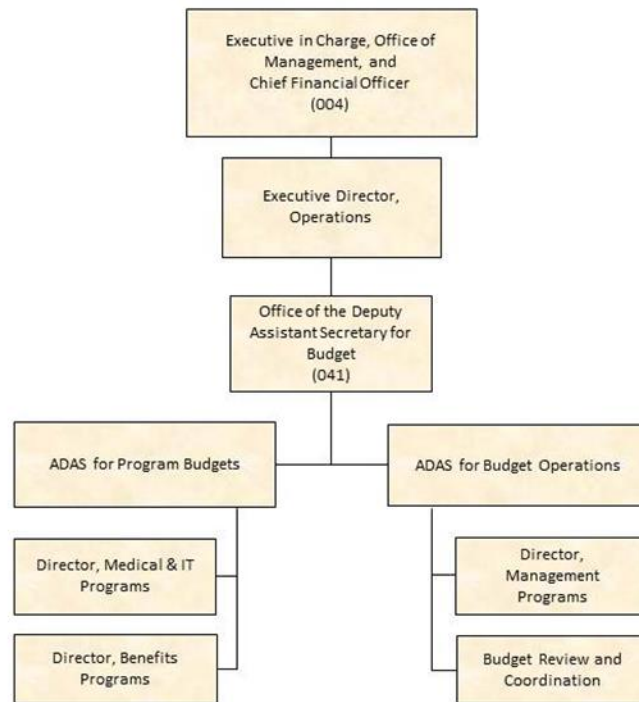
## Office of the Assistant Secretary for Management (004)

### Overview

The Assistant Secretary for Management and Chief Financial Officer oversees all resource requirements, development and implementation of agency 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 deliberations with OMB and appropriation deliberations with Congress, along with the Administrations and Staff Offices. The office also monitors the financial execution of the budget, to include examining actual expenditures and performance against approved budget plans; and conducts the monthly budget execution review process.

### Functions and Activities

The Office of Budget 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 data for the President's Budget Appendix.
- Manages monthly CFO budget execution reviews.

The Office of Budget represents VA in budget deliberations with OMB and appropriation deliberations with Congress, along with the Administrations and Staff Offices.

- 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 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 Congressional hearings.

#### Authorities

OMB Circular A-11

OMB Circular 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 Business Oversight (043)

### Overview

The Office of Business Oversight (OBO) is the Department's 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.

### Functions and Activities

- Develops and implements an organizational vision that integrates key organizational and program goals, priorities, and values.
- Assesses and adjusts to changing situations, implementing innovative solutions to make organizational improvements, ranging from incremental improvements to major shifts in direction or approach, as appropriate.
- Continually strives to improve service and program performance.
- Encourages creative thinking, collaboration, and transparency while maintaining program focus.

## Internal Controls Service (ICS)

### Overview

The Internal Controls Service (ICS) reviews internal controls over financial reporting.

### Functions and Activities

- Performs 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.
- Assists with the remediation of 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.

### Authorities

OMB Circular A-123

OMB Circular A-127

P.L. 97-255

P.L. 109-282

## Management Quality Assurance Service (MQAS)

### Overview

The Management Quality Assurance Service (MQAS) reviews the Department's financial, logistics, and capital asset management activities, primarily through field station reviews, with the exception of VHA field financial operations, to ensure compliance with various Federal and Departmental laws, regulations, and policies. MQAS also conducts advisory reviews and services, data analytics, and continuous monitoring, as requested by VA Chief Financial Officer and other customer groups.

### Functions and Activities

- Provides management oversight of internal review operations and divisions conducting compliance/internal 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.
- 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 (RSD)*

#### 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 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 statistical 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 (PCD)*

#### Overview

The Purchased Care Division (PCD) provides oversight and reviews to evaluate and improve Department purchased non-VA 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, enterprise wide 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 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.

### *Asset Accountability Division (AAD)*

#### 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 (BFAD)*

#### 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, 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.
- Provides management assistance and training to VBA regional office personnel.



### Authorities

OMB Circular A-123

OMB Circular A-127

PL 97-255

PL 109-282

## Office of Asset Enterprise Management (OAEM) (044)

### Overview

The Office of Asset Enterprise Management (OAEM) provides the Assistant Secretary for Management/Chief Financial Officer, DEPSECVA, and the SECVA with objective oversight and advice regarding the acquisition, management and disposal of VA capital assets.

The OAEM Director is the Senior VA Real Property Officer as well as the Chief Sustainability Officer, which is the senior Department official for the Department's Green Management Program (energy conservation and management, environmental compliance, vehicle fleet management, sustainable building conformance, and related programs). The office oversees capital asset (i.e., buildings 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.

### Functions and Activities

- Managing the Department's Strategic Capital Investment Planning (SCIP) Process;
- Executing VA's Enhanced-Use Leasing Program to Repurpose Vacant and Underutilized Assets;
- Managing VA's Real Property Performance and Real Property Portfolio;
- Implementing VA's Green Management Program.

## Capital Operation and Program Service (044A)

### Overview

The Capital Operation and Program Service (COPS) provides the day-to-day administrative operations and functions needed to support OAEM. COPS is the central coordinating point for all of OAEM's staff and organizational actions.

### Functions and Activities

Provides administrative support to OAEM:

- Correspondence management;
- Space management;
- Human resource support activities;
- Payroll processing;
- Office supplies inventory maintenance.

## Capital Asset Policy, Planning and Strategy Service (044B)

### Overview

The Capital Asset Policy, Planning and Strategy Service (CAPPS) enables OAEM to serve as the principal policy office and business advisor regarding capital investment selection and execution via the Strategic Capital Investment Planning (SCIP) process. CAPPS coordinates the Department's capital asset policies and investment process. CAPS supports VA's comprehensive planning process for capital programs (major construction, minor construction, NRM, and leases) across the Department and produces a data-driven, merit based strategic plan to support VA's annual capital budget request to OMB and Congress.

### Functions and Activities

Manages the Department's SCIP Process:

- SCIP process allows VA to develop an integrated and prioritized list of projects annually.
- Produces the VA Long Range 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 (IEDS) is responsible for the management and execution of VA's Enhanced Use Leasing (EUL) program. A EUL is long-term agreement between VA (as lessor) and a non-Federal entity, to use or repurpose underutilized land and/or buildings, to offer an enhanced range of services to Veterans. The current EUL authority is focused on providing supportive housing for Veterans. IEDS conducts the initial due diligence of these real estate deals and negotiates the terms of the EUL with developers ensuring that construction or redevelopment takes place as agreed.

### Functions and Activities

Executes the Enhanced Use Lease (EUL) Program

- 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 (CAMS) manages VA's portfolio of capital assets, performance monitoring of the portfolio, real property management, disposal and reuse planning, real property data management, and on-going analysis of the portfolio. In support of these responsibilities, CAMS oversees implementation, maintenance and enhancements for information technology systems used to manage VA's real property portfolio through the full asset life cycle, as well as multiple SharePoint sites. The systems managed by CAMS facilitate the management and oversight of underutilized and vacant properties and support the production of multi-year disposal and reuse plans.

### Functions and Activities

Provides oversight, management, and analysis of VA's real property portfolio

- Oversees VA's real property disposal process, including planning, reuse, repurpose, and other reporting.
- Maintains responsibility for EUL post transaction oversight.
- 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:

---

Office of Management Office of Asset Enterprise Management (OAEM) (044)

- 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 (GMPS) leads VA's efforts to reduce the agency's environmental footprint, complying with Federal mandates and supporting the Administration's commitment to ensure that the Federal Government lead by example. GMPS formulates policy guidance and coordinates enterprise-level operations of VA's energy portfolio.

### Functions and Activities

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.
- Preparing VA's Climate Change Adaptation Planning.
- Compiling and reporting data for OMB's Sustainability/Energy Scorecard.
- Developing 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 13653

EO 13690

EO 13693

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

---

Office of Management Office of Asset Enterprise Management (OAEM) (044)

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

## Enterprise Risk Management Service (044F)

### Overview

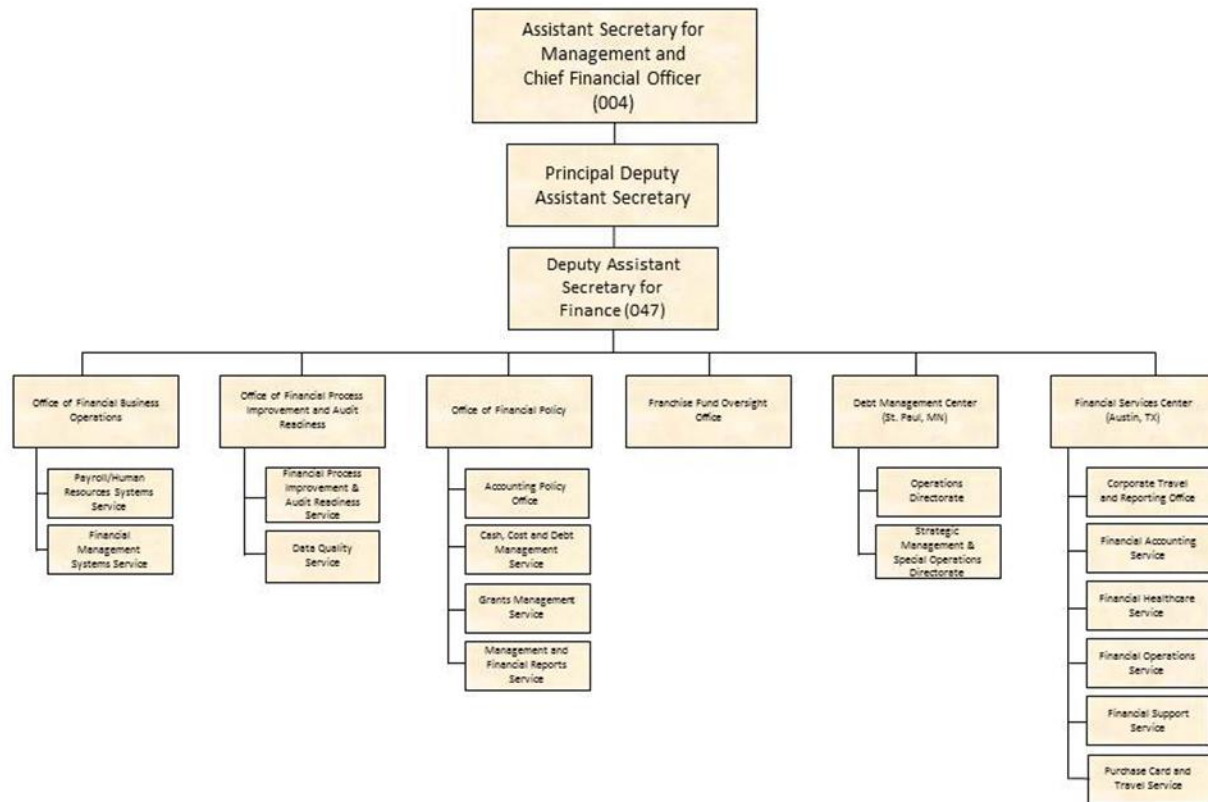
The mission of the Enterprise Risk Management Service (ERMS) is to implement a VA wide enterprise risk management program and a capital asset risk management program to effectively manage infrastructure and lease risks. ERMS' goals are to provide reasonable assurance that VA is managing its top, emerging risks that could threaten accomplishment of strategic goals and objectives to include for instance SCIP goals and objectives.

### Functions and Activities

ERMS provides the following:

- Early detection of risk.
- A common risk management framework.
- Risk governance, communications, training, processes and tools.
- Active identification, assessment, prioritization, and reporting of risks.
- Facilitation of risk response and monitoring of risks.

## 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, including Department-wide deployment of a new VA Time and Attendance System (VATAS)
- Develops and presents solutions to problems that affect day-to-day program management activities
- 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 Personnel and Accounting Integrated Data (PAID) 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, 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 they 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 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 Digital Accountability and Transparency Act of 2014 (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 Departmentwide 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 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

### *Cash, Cost, and Debt Management Service*

#### Overview

The Cash, 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 Annual Financial Report (AFR) 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)
- Provides guidance and support to VA regarding the remediation, effective measurement, and reporting of improper payments
- Serves as Liaison for VA with OMB and Treasury on cash, cost, debt management, and improper payment activities, and with OIG in coordinating the annual IPERA Compliance Audit
- 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
- Manages Delegations of Authority for Certifying Officers and Disbursing Officers at VA Central Office and the main delegating officials at the Administrations
- Responds to FOIA requests and privacy issues within of and those of a financial management nature within VACO
- Reviews proposed annual medical care cost recovery rates to include new proposed Federal regulations to ensure rates are accurate and publicly published

- 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 VA's accounting procedures during declared emergencies and disasters
- Establishes and implements policies and procedures governing VA's:
  - Internal and external cash flow management as required by Department of Treasury Financial Manual, and other cash related activities for authorized agent cashiers and the administrative management of Personal Funds of Patients accounts
  - Debt financial management and collection standards according to Federal laws, regulations, and OMB Circular A-129 for benefit debts, medical care debts, other program debts, employee debts, debtor's due process, Committee on Waivers and Compromises, and Board of Veterans Appeals
  - Managerial cost accounting, development of full cost recoveries, and VA's managerial cost accounting system of record (the Decision Support System)
  - Efforts related to the identification, recovery, and elimination of improper payments as required in *Improper Payment and Information Act of 2002*, *IPERA*, *Improper Payments Elimination and Recovery Improvement Act of 2012*, and 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 Governmentwide 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 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, and is 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

### *Operations Directorate*

#### Overview

The Operations Directorate 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

### *Strategic Management and Special Operations Directorate*

#### Overview

The Strategic Management and Special Operations Directorate 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
- Provides information technology support ensuring system accessibility
- Coordinates all facility issues such as maintenance, utilities and renovations

## Financial Services Center (104/00)

### Overview

The FSC operates as an Enterprise Center of the VA Franchise Fund and provides an array of financial management and professional and administrative services on a fee-for-service basis (i.e., receives no Federally appropriated funds) to VA and other Governmental agencies.

### Functions and Activities

- Serves as a principal advisor to the 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 and Reporting Office*

### Overview

The Corporate Travel and Reporting Office (CTRO) oversees VA's conference policies and mandatory reporting. CTRO is also responsible for certain VA travel-related activities, including serving as the VACO Federal Agency Travel Administrator (FATA), managing VA's official passport activities, and processing VA travel policy exception requests.

### Functions and Activities

- Provides policy, oversight and review of VA's conference activities
- Develops and delivers congressionally mandated quarterly reports per title 38 U.S.C §517; develops and delivers annual reports as prescribed by OMB Memorandum M-12-12 and Public Law 113-46
- Monitors VA conference policies and procedures (VA Financial Policy Volume 14 Chapter 10) and ensures compliance with current laws and regulations

- Develops and manages the Conference Oversight and Reporting Knowledgebase (CORK) Web-based application
- Assists VACO's 5,500 Washington, DC-based travelers with using E-Gov Travel Service 2 (ETS2), Concur Government Edition
- Processes official VA passport and visa requests for international travelers
- Serves as the sole custodian of all Diplomatic and Official passports issued to VA employees

### *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 Governmentwide 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 agency (OGA) customers. FHS provides a wide range of services associated with the



payment of medical claims starting with receipt and intake of the claim, Electronic Data Interchange or optical character recognition (OCR) conversion of paper claims, the calculation of a reimbursement amount on the claim using a commercial off-the-shelf claims adjudication engine, and the payment and generation of an explanation of benefits to the provider. In addition, a web based medical care authorization portal is available along with a portal accessible by the medical providers to check their claim status.

### Functions and Activities

- Supports claim processing for the Department of Homeland Security (DHS) Immigration and Customs Enforcement Health Service Corps (IHSC) and the Department of Health and Human Services (HHS) Office of Refugee Resettlement (ORR)
- Processes contract dialysis claims for VHA
- Processes non-VA medical claims via the Fee Basis Claims System (FBCS) for VHA
- Partners on a major pilot project with the VHA Non-VA Purchased Care Office to develop a comprehensive claims processing system designed to be the future-state system for Purchased Care
- Provides Enrollment and Eligibility, Referral Authorization, and Hospital Notification services to VHA to assist in the processing of non-VA medical claims
- Processes medical claims and payments to families stationed at Camp Lejeune, North Carolina from Jan 1957 to December 1987

### *Financial Operations Service*

#### Overview

The Financial Operations Service (FOS) is responsible for a full range of financial operations, including electronic vendor payment services, 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, enterprise-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 data analytics 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 lifecycle 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, processing, and data analytics 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 administration 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 Controls*, and *Public Law 112-194, Government Charge Card Abuse Prevention Act of 2012*. PCTS serves as the liaison to US 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 administration, 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 Assistant Secretary for Management and Chief Financial Officer to keep 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

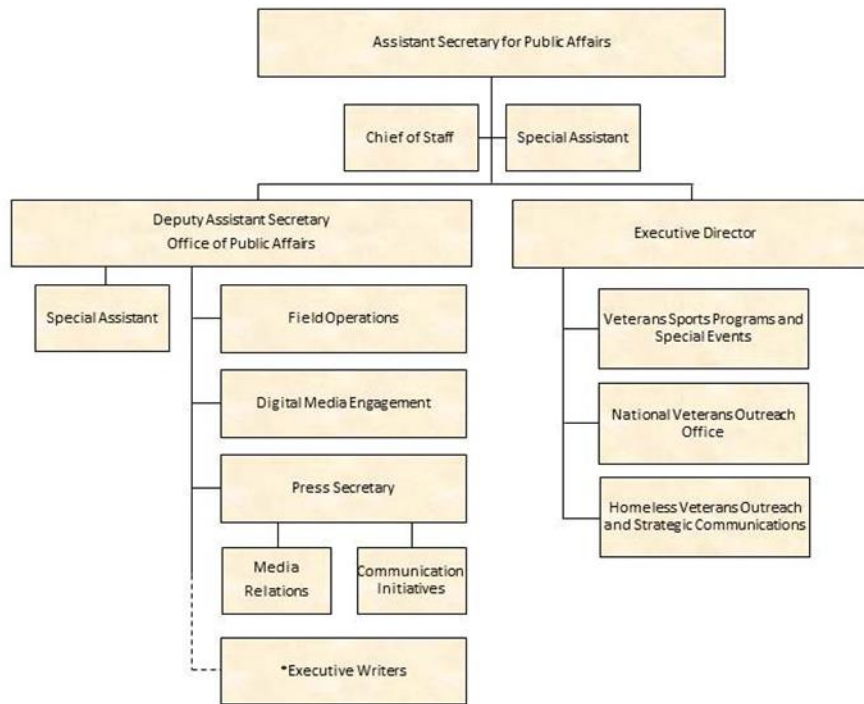
- Plans, facilitates, and documents performance measurement and reporting within the Department and with outside stakeholders.
- Administers the Monthly Performance Review (MPR) which enables VA leadership to review program progress, resolve performance problems, and assist leadership in focusing on top priorities and problems within the context of performance, budget and workload results.
- Produces the VA's Annual Performance Plan (APP), Annual Financial Report (AFR) and the Departments annual reports to Congress and the American public to communicate how has 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.
- Conducting Internal Verification and Validation (IV&V) reviews of VA's enterprise wide performance metrics to assure senior leadership that the performance data being reported externally is valid.

### Authorities

Government Performance and Results Act of 1993

Government Performance and Results Modernization Act of 2010

## Office of Public Affairs



\*Executive Writers are assigned to OPA and work for the COSVA

### Mission Statement

The Office of Public and Affairs (OPA) 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. OPA develops, updates, and communicates the Department’s key messages to many audiences through media relations, public affairs, outreach, and Veteran engagement to reach Veterans and their families, other beneficiaries, and stakeholders.

### Office of the Assistant Secretary

#### Overview

The Office of the Assistant Secretary provides executive oversight, management and direction to the Offices of Public Affairs (OPA). The Assistant Secretary oversees VA’s communications and outreach programs including media relations, internal communications and media products, and social media. As part of VA’s communications and outreach efforts, the Assistant Secretary oversees the Office of National Veterans Sports Programs and Special Events, which coordinates VA activities related to commemorative Veterans programs, VA’s national rehabilitative special events for disabled Veterans, and VA’s partnership with U.S. Olympic Committee (USOC). The Office of the Assistant Secretary includes the Executive Director, Special Assistant, Chief of Staff, and other program analysts and assistants.

### 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 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 Adaptive Sport Grant (ASG) Program to create awareness, opportunities, and sustained participation in adaptive sports among Veterans and disabled members of the Armed Forces.

- Manages the ASG Program 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.
- Conducts grant monitoring and reporting processes to ensure compliance with congressional guidance and VA goals and objectives.

Provides VA clinicians with informational tools and resources to assist them in promoting the benefits of adaptive sports, and in executing different events and programs.

- Creates programs to educate and disseminate knowledge of adaptive sport programs to VA clinicians.
- 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 Annual Report to Congress.

## 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.
- Conducts outreach training for VA employees who serve in outreach duty assignments.

Works closely with the OPA 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

## Homeless Veterans Outreach and Strategic Communications Office (002)

### Overview

The Homeless Veterans Outreach and Strategic Communications Office is responsible for increasing awareness of VA resources from Veterans who are homeless and at risk of homelessness; developing collaborative relationships with organizations that can assist VA in filling gaps in the areas of employment, move-in essentials, and affordable housing for homeless Veterans; and coordinating with federal, state, and local partner organizations to synchronize messaging about homeless Veterans' issues.

### Functions and Activities

Increasing awareness of VA resources of homeless Veterans

- Leads the planning and execution of outreach and strategic communication activities, which includes the development and distribution outreach materials (brochures, posters, etc.), public service announcements (PSAs), and paid media advertisements (outdoor and online ads).
- Maintains the VA Homeless Programs website.
- Develops content for internal and external social media platforms about VA homeless programs.
- Participates in local and national outreach events.
- Coordinates participation of senior VA leaders in the annual Point-in-Time (PIT) Count of homeless persons and other high profile events related to ending homelessness.
- Developing collaborative relationships
- Convenes meetings for VA subject matter experts to engage with local and national organizations that can help fill gaps in the areas of employment, affordable housing, and move-in essentials for Veterans who are homeless and at-risk of homelessness

Synchronizing messaging with partner agencies

- Coordinates with Federal partners, as appropriate, to develop press releases for events and special projects and also creates communication products to include strategic communication plans, frequently asked questions (FAQs), talking points, and other tools necessary to support communication activities related to homeless issues.
- Coordinates with partner organizations to ensure information posted on their websites about VA homeless programs is accurate.

Providing Customer Service

---

Office of Public Affairs Office of the Assistant Secretary

- Responds to requests for information about VA Homeless Programs from members of the general public.
- Directs Veterans who are homeless and at-risk of homelessness to the appropriate VA staff person or office for assistance.

#### Authorities

Public Law 102-590

38 USC § 101

38 USC § 7721

### 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, and New York. .

### 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 OPA-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).

## 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 21,477 photos and more than 10.6 million views.
- Manages the Vantage Point blog by creating content, editing guest submissions and requesting specific content from Veterans, VA employees and various stakeholders to engage in current topics.

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.

#### Authorities

VA Directive 6515

VA Web Governance Board Charter

### Press Secretary (002)

#### Overview

The Press Secretary serves as a senior advisor on public affairs related topics and issues. These include the implementation of policies, plans, guidelines and proposals for an effective and efficient communication program geared at shaping outward facing communication messages. The Press Secretary oversees the Media Relations and Communication Initiatives programs.

#### Functions and Activities

- Functions as a liaison to the Office of the Secretary regarding significant media activities and travel support and independently considers a broad spectrum of factors when making recommendations including public, congressional, and public policy stances.
- Coordinates directly with the secretary and senior VA staff, White House officials and other stakeholders on special projects involving topical Veterans’ issues.
- Creates Office of Public Affairs (OPA) generated media plans and materials and ensures accuracy and consistency of policy, style, and quality. Determines which items should be brought to the attention of the DAS-OPA and Assistant Secretary for OPA and senior VA officials.
- At the request of the Assistant Secretary for OPA, conducts special or confidential studies of a complex nature which serve as a basis for recommending changes in program policies or operations.

### Office of Media Relations (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 Communication Initiatives (002)*

##### Overview

The Office of Communication Initiatives is the lead OPA office charged with the development of proactive long-term strategic communication plans. By working collaboratively with OSVA, the three Administrations, and VACO staff offices, this office will increase awareness of VA care and benefits among eligible Veterans, families and survivors by identifying potential stories involving and/or highlighting the great work VA personnel and VA facilities are doing for Veterans.

##### Functions and Activities

- Track OPA's ongoing earned media efforts in order to accurately reflect current status of those efforts and/or to identify new opportunities. This function involves routine active participation in VA's proactive earned media efforts as well as tracking ongoing efforts.

- Write OPA plans for communications-related missions, for activities that are projected to occur at least a week out from the date of the task is first identified.
- Streamline planning for VA communication activities/functions to ensure VA activities are comprehensive, give appropriate attention, effort and recognition to the respective activity or function and incorporate the Secretary's key priorities.
- Produce an OPA 'master planning calendar' and populate with targeted initiatives, activities and events being led or orchestrated by OPA, including NVO and NVSP&SE activities and events. Ensure calendar is shared through the Regional OPA Offices to the field to emphasize localization of activities as appropriate.
- Identify local stories highlighting great work by VA staffers or organizations that can be magnified nationally either through traditional or non-traditional media outlets.

## Executive Writers

### Overview

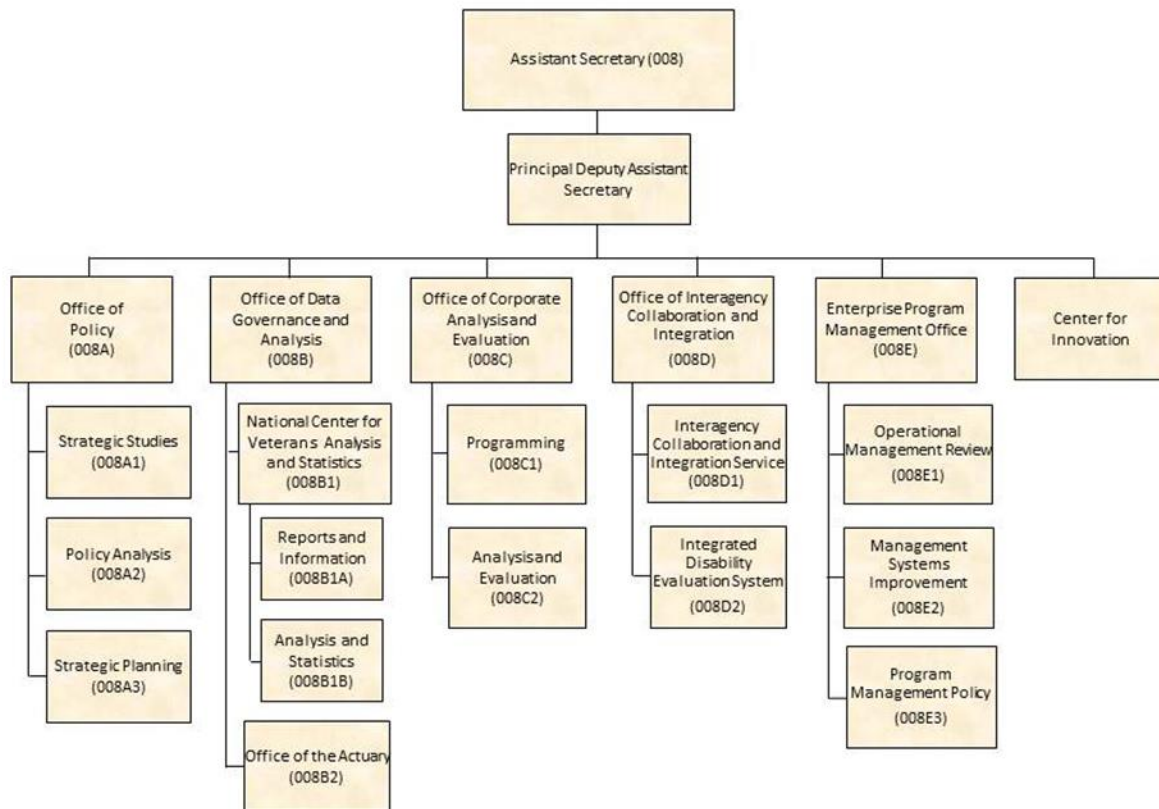
Executive Writers are matrixed; they are assigned to OPA, but are under the operational control of and report to OSVA. (See section 2.2.7.) Executive Writers prepare, review, revise, and edit executive communications, including speeches, congressional testimony, select personal correspondence, communications posted on Websites and messages for publication in myriad forums for the SECVA, DEPSECVA, and COSVA.

### 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.



## 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.

## 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 Agency Priority Goals.

### 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 bi-annual Department Agency Priority Goals 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).

### 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

## 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.
- Provides actuarial services.
- 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; managing VA data governance process, and providing 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.
- 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 disseminate 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.

## 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 lifecycles.
- 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 subject matter experts, 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.

### 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

## Office of Corporate Analysis and Evaluation (008C)

### Overview

The vision of 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 Planning, Programming, Budgeting, and Execution (PPBE) function, broadly known as the Managing for Results (MFR) 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.

## Programming Service (008C1)

### Overview

Programming identifies and allocates the Department's resources to the programs that provide the capabilities required to achieve VA strategic priorities. The goal of programming 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 MFR 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 MFR 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.

#### Authorities

Title 38 U.S.C. § 308(b)(3) (March 31, 2011) - (b)

Title 38 U.S.C. § 527 (March 31, 2011) - Evaluation and data collection

Title 48, Chapter 1 of the United States Code of Federal Regulations , Federal Acquisition Regulation (FAR), September 19, 1983

The Federal Acquisition Streamlining Act of 1994

Clinger-Cohen Act of 1996

OMB Circular A-109, Major System Acquisitions (April 5, 1976)

OMB Circular A-94, Guideline and Discount Rates for Benefit-Cost Analysis of Federal Programs (October 29, 1992)

Government Performance Results Act of 1993 (P.L. 103-62) Sec. 1116 (d) (5)

GPRA Modernization Act of 2010 - SEC. 2. STRATEGIC PLANNING AMENDMENTS. § 306

OMB Memo Increased Emphasis on Program Evaluations M-10-01 (October 7, 2009)

OMB Memo Evaluating Programs for Efficacy and Cost Efficiency M-10-32 (July 29, 2010)

OMB Memo Use of Evidence and Evaluation in the 2014 Budget M-12-14 (May 18, 2012)

Office of Management and Budget (OMB) Memorandum M-13-17 (July 26, 2013) – Next Steps in the Evidence and Innovation Agenda

OMB Memo Fiscal Year 2016 Budget Guidance (M-14-07) (May 5, 2014)

GAO-09-3SP, Cost Estimating and Assessment Guide (March 2009)

GAO-12-629, Information Technology Cost Estimation (July 2012)

### 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 Department of Defense (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.
- 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.

## Interagency Collaboration and integration service (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 (JSP) in coordination with DoD.
- Monitors the execution of the VA/DoD 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 (ides) (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, more transparent than the previous legacy process; provides for greater consistency in disability outcomes; is 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.

### 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"])

## Center For Innovation

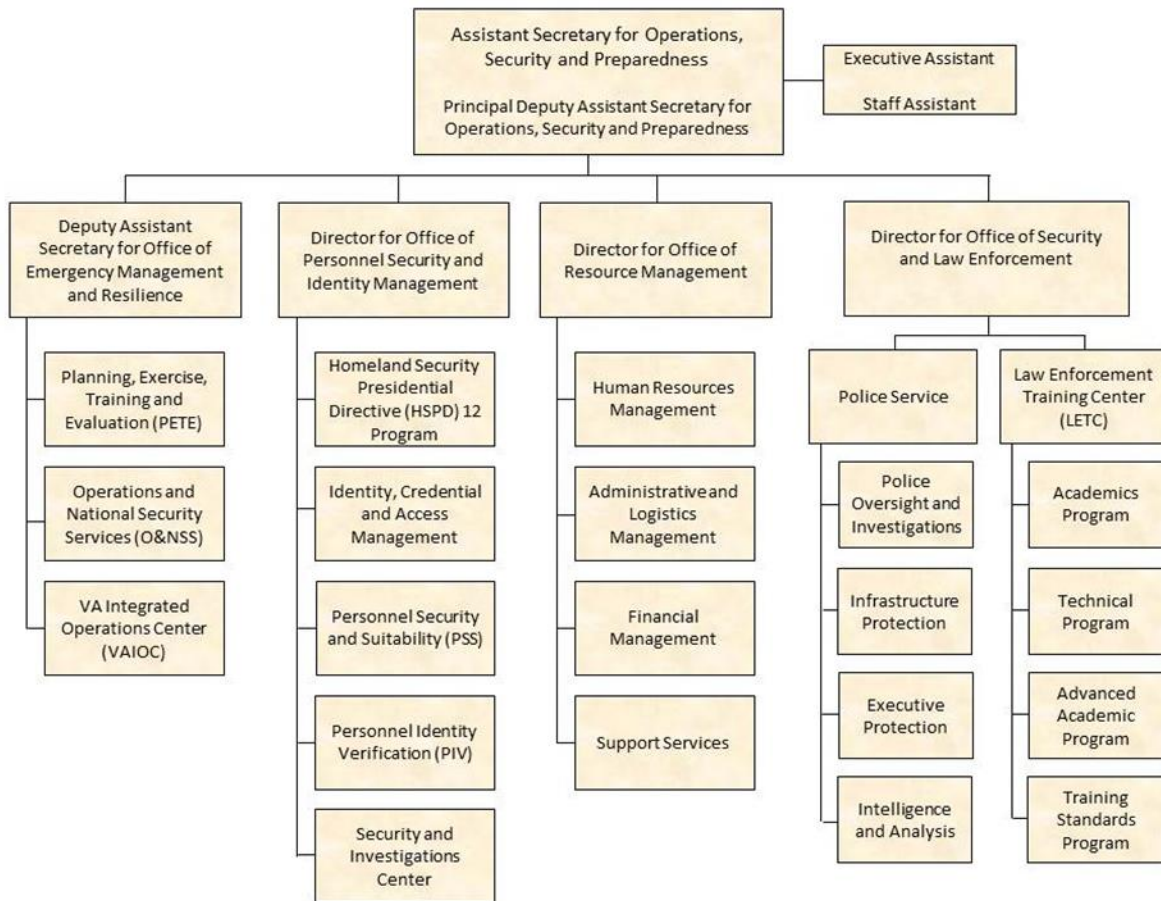
### Overview

- 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.

## Office of Operations, Security, and Preparedness



### Office of the Assistant Secretary for Operations, Security and Preparedness

#### Mission Statement

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.

## Functions and Activities

### Office of the Deputy Assistant Secretary for Emergency Management and Resilience (07A)

#### Overview

To provide policy and program oversight for the Department's emergency management, national security, continuity, and intelligence support portfolios in order to ensure the Department can effectively manage consequences associated with crisis and through resilient capabilities create the operational environment that will enable the Department to return to a normal state as quickly as possible. The goal of OEM&R is to integrate preparedness considerations into each of the Department's business lines and create a culture of preparedness.

## Functions and Activities

### Planning, Exercises, Training, and Evaluation (PETE)

#### Overview

The Planning, Exercises, Training, and Evaluation (PETE) Division is the Department's lead regarding all hazards contingency planning and its associated training. PETE ensures that the Department is aware of whole of government planning efforts, identifies Department requirements, and manages overall coordination with the interagency. The following functional tasks are executed by the PETE Division:

## 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 actionable planning efforts.
- Represents the department on various interagency planning groups and ensures that the department's equities are properly managed in whole of government courses of action development
- Leads continuity planning efforts to ensure the department has coordinated plans that support execution of the Primary Mission Essential Function (PMEF), Mission Essential Functions (MEF), and internal Essential Functions (EF).
- Represents the department with the interagency on various preparedness topics IAW the National Response Framework (NRF).
- Manages the departments exercise program and ensures that all enterprise components are poised to support
- Provides liaison to interagency mission partners to ensure that department planning initiatives are well coordinated and integrated to leverage the might of the interagency



## Operations and National Security Services (ONSS)

### Overview

The Operations and National Security Services Division (ONSS) serve as the departments regarding National Security operations/engagements with the interagency, to include the Intelligence Community. ONSS provides policy prescription and oversight for the departments special security, national security/emergency preparedness communications, contingency facilities, insider threat, and Intelligence Community support programs. The following functional tasks are executed by the ONSS Division:

### Functions and Activities

- Maintains and ensures the readiness of the department's continuity facilities.
- Manages total life cycle requirements for the department's National Security/Emergency Preparedness (NS/EP) communication systems.
- Serves as the department lead for all national security issues and coordinates the departments position on various national security topics with the interagency.
- Manages the department Insider Threat Program and represents the Department with the National Insider Threat Task Force.
- Coordinates emergency preparedness communications requirements to ensure compliance with National Communication System Directive (NCSD) 3-10.
- Provides policy development, oversight, and manages the special security programs including access to classified information and Sensitive Compartmented Information Facility (SCIF) management.
- Maintains threat awareness and develops threat awareness products for the Department, Senior Leadership, and other key personnel in support of continued operations
- Provides policy oversight and program management for classified intelligence information to include transmission, safeguarding, and destruction.
- Manages the department's Security Education Training and Awareness programs that range across the collateral and special security spectrum
- Facilitates the rapid exchange of classified information both within the department and throughout a large network of key partners and agencies
- Represents the department on various interagency management bodies that develop national security policy

## VA Integrated Operations Center

### Overview

The Veterans Integrated Operations Center (VAIOC) is the Department's focal point for the fusion of information, timely senior leadership decision-making, and both intra-agency & interagency coordination. The VAIOC is staffed 24/7 and is represented by all Administration and Staff Offices from across the enterprise. During times of crisis, the VAIOC serves as consequence management center for senior leadership to coordinate with the interagency and provide required support to impacted Department elements. The following functional tasks are executed by the VAIOC:

### Functions and Activities

- Integrate and fuses all data and provides timely situational awareness and potential recommendations to the Secretary and senior leadership
- Receive, integrates, analyze, disseminate, track, and archive information concerning continuous operations and emergent situations/incidents
- Manage and maintain proficiency in VA emergency management operations and creates situational awareness for the Department
- Provides accurate, timely, and complete reports on various incidents in accordance with VA and Interagency policies and procedures
- Initiates emergent incident event notification and intra/interagency coordination
- Creates and maintains situational awareness via the Department's Common Operating Picture (COP).
- Ensures operational readiness during steady state and crisis situations

### Authorities

32 CFR Part 2001

Title 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, February 2008

PPD 8

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 (NCSA) 3-10, Dec. 8, 2006.  
National Continuity Policy Implementation Plan (NCPPI), 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 Homeland Security Presidential Directive 12 (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)

### Overview

Homeland Security Presidential Directive 12 (HSPD-12) was issued August 27, 2004 to create a common interoperable crypto-based identification standard for federal employees and contractors for accessing federally-controlled facilities and federal information systems. VA will ensure full implementation and maintenance of HSPD-12 by standardizing the on-boarding, monitoring, and off-boarding process to ensure the safety of VA employees, contractors and affiliates; implement the Personal Identity Verification (PIV) card as the standard process for provisioning logical access to VA information systems (LACS) and standardize Physical Access Control Systems (PACS) to VA facilities to ensure the safety and security of Veterans and eligible beneficiaries, volunteers, employees, and visitors; and fully implement the automated ICAM functions to meet all HSPD-12 requirements. HSPD-12 provides a very high level of assurance of identity to facilitate this trust.

## Functions and Activities

- Ensures VA's compliance with Homeland Security Presidential Directive 12 (HSPD-12) and manages the development and implementation of the Department'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).
- Conducts coordination and reports compliance to OMB providing monthly reports on VA's HSPD-12 program.
- Fiscally program and define a HSPD-12 budget line for implementation of HSPD-12 in the annual VA PPBE process in coordination with OI&T.
- 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.
- 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 and Federal Information Processing Standards (FIPS).
- 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 and provides oversight for 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.

## Identity Credential and Access and Management (ICAM)

### Overview

The Identity, Credential, and Access Management (ICAM) Program Management Office (PMO) will support and establish a consistent and VA-wide solution for identifying VA users for the purpose of managing access to resources while ensuring an individual's privacy. The ICAM solution will implement a robust and automated system providing centralized authentication, authorization, and provisioning services for internal as well as external users. One of the first initiatives is to implement an end-to-end ICAM Onboarding, Monitoring, and Off-boarding solution to provide a uniform, effective, efficient and robust process that ensures VA employees, contractors, healthcare profession trainees, volunteers, and affiliates who require access to VA facilities and systems are identity-proofed, credentialed, and provided access to systems at the appropriate level upon assumption of duties. The program will also ensure users are

continuously monitored during their tenure, and will ensure access is terminated, deactivated, or suspended when it is no longer needed.

#### Functions and Activities

Program advocate for the formulation of standardized business practices to eliminate delays in the on-boarding process and implementation of enhanced 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.
- Collaborates with internal VA stakeholders to define relevant work flow processes and establish requirements to create a uniform, efficient, and effective process to manage the end-to-end career life cycle of employees, contractors, and affiliates during their tenure with the VA.
- Interfaces with internal and external stakeholders to identify best practices for adoption throughout the VA enterprise.
- Ensures system compliance with identity authentication requirements and tracking of position sensitivity and eligibility/access to sensitive and classified information as it relates to monitoring of VA employees, contractors, and affiliates in order to protect VA assets.
- Develops the requirements to integrate disparate legacy IT systems throughout the VA to achieve greater efficiency in the on-boarding and off-boarding of employees, contractors, and affiliates and performs a comprehensive gap analyses to enhance the on-boarding and off-boarding processes.
- Develops the requirements to ensure employees, contractors and affiliates are continuously monitored during their tenure with the VA and their physical and logical access to VA facilities and networks is terminated, deactivated, or suspended when it is no longer required.

## Personnel Security and Suitability Service (PSS)

### Overview

Personnel Security and Suitability (PSS) Service provides department wide personnel security and suitability program policy, implementation, oversight, and training to ensure the safety and security of our nation's veterans, visitors, employees and facilities. PSS' scope and reach touches every member of the VA workforce at the start of the hiring process and required reinvestigation intervals.

### 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 the Office of Personnel Management (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 designed 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 the Office of Personnel Management (OPM), Office of the Director of National Intelligence (ODNI), and other agencies.
- Serves as the VA lead for policy development and oversight of VA's Personnel Security and Suitability Program.
- Exercises authority, direction and control over VA Administrations regarding policies and procedures related to the suitability, national security and fitness adjudication process.
- Conducts training, oversight, and compliance of Administrations that perform personnel security and suitability functions.
- Ensures an effective pre-screening and adjudicative process within VA.

## Personal Identity Verification (PIV) Offices

### Overview

The PIV card is an ID card issued by a federal agency that contains a computer chip, which allows it to receive, store, recall, and send information in a secure method. The main function of the card is to encrypt or code data to strengthen the security of both employees' and Veterans' information and physical access to secured areas, while using a common technical and administrative process. The method used to achieve this is called Public Key Infrastructure (PKI) technology. PKI complies with all Federal and VA security policies, and is the accepted Global Business Standard for Internet Security. As an added benefit, PKI can provide the functionality for digital signatures to ensure document authenticity.

### Functions and Activities

- Provides oversight and guidance to VA's 204 PIV offices and stresses a standard of first class Customer service.
- Prior to PIV card issuance, ensures that each appointee, employee, contractor, and affiliate assigned to VA has been fingerprint verified and aligned with the appropriate background investigation commensurate with the designated risk and sensitivity level.
- 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.
- Ensures technical and office equipment lifecycle refresh of VA's 204 PIV offices is fiscally programmed for on a recurring basis.

## Security and Investigations Center (SIC)

### Overview

The Security Investigations Center (SIC) processes and adjudicates the background investigations for all moderate risk, high risk public trust, and national security positions for federal employees within the Department of Veterans Affairs, as well as all levels of investigation for contractors performing jobs and functions for the Department of Veterans Affairs. When requested by other VA agencies, the SIC processes and adjudicates low risk investigations for federal employees and perform adjudications for agencies that process and submitted requests directly to the Office of Personnel Management (OPM) for investigation.

### Functions and Activities

- The Security and Investigations Center, is one of six self-supporting lines of business (VA Enterprise Centers). The SIC provides quality background investigations and timely adjudications for VA employees in national security and public trust positions and all risk levels for VA contractors nationwide.
- Processes, initiates, and adjudicates all high and moderate risk background investigations for VA employee suitability.
- Processes, initiates, and adjudicates all eligibility for access to national security information (security clearances) for VA employees.
- Processes, initiates, and adjudicates all levels of background investigations for VA contractor "fitness" or suitability.

### Authorities

PL 108-458

5 USC

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 (ORM)

### Overview

To ensure compliance with VA policies, directives, laws, and executive orders 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 the Office of Operations, Security, and Preparedness.

## Human Resource Management

### Overview

Strategic management of human resources activities in Office of Operations, Security and Preparedness' focusing on polices and systems to ensure the execution of classification, recruiting, workforce planning, employee relations, diversity and inclusion, telework, employee development and training, labor management, reasonable accommodations, talent management system, performance management, etc. Provides information, guidance and compliance checks to ensure all human resource and organizational practices and activities.

### Functions and Activities

- Provides classification, recruitment, employee, and labor management, USA Staffing and performance management support services.
- Manages employee personnel portfolios.
- 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 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.

## Financial Management

### Overview

Managing the formulation and execution of the Office of Operations, Security and Preparedness' financial activities to include the planning, organizing, directing, and controlling of financial and accounting activities. Oversees procurement and utilization of funds of the enterprise. Applying general management principles to financial resources of the enterprise.

### Functions and Activities

- Provides formulation, preparation, submission, and execution of the OSP internal budget, operating plans, OMB submissions and 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.

## Administrative and Logistics

### Overview

Administrative oversight includes monitoring and managing the Office of Operations, Security and Preparedness' equipment inventory listings, transit benefits, travel card program, space, telecommunications, while supporting budget, HR, records management, privacy, and other areas to help facilitate compliance within the organization.

### 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 to include oversight of OSP's file digitization.
- 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 Travel Processing for OSP.

## Support Services

### Overview

Support Services provides oversight of the Office of Operations, Security and Preparedness' correspondences internal and external to the department, privacy and records management, FOIA requests, oversight of Electronic Document Management System (EDMS), intranet and internet policies, social media, website, E-Governance requirements and other areas to help facilitate compliances.

### 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.
- 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 Electronic Document Management System (EDMS).
- 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.
- E-Governance requirements for information architecture and ensure 508 compliance.

#### 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 The Deputy Assistant Secretary/Director For Security and Law Enforcement

### Overview

The Office of Security and Law Enforcement (OS&LE) is responsible for developing policies, procedures and standards that govern VA's infrastructure protection, personal security and law enforcement programs; protecting Veterans, visitors, and staff on department facilities and grounds. The OS&LE works regularly with several Federal law enforcement agencies in areas such as information sharing, training, planning and policy development.

## Police Services

### Overview

The Police Services is compiled under four divisions; the Law Enforcement Oversight & Criminal Investigations Division, Executive Protection Division, Infrastructure Protection Division, and the Criminal Predictive Analysis Division. The Law Enforcement Oversight & Criminal Investigations Division is responsible for conducting program inspections of the 153 Police units around the nation. In addition, the division conducts investigations of serious incidents, which occur on VA controlled property. The Executive Protection Division provides personal protection for the Secretary and Deputy Secretary of the Department of Veterans Affairs. The Infrastructure Protection Division develops and writes VA Infrastructure Protection policy; interfaces with the Federal Protective Service for VA Campus Security and represents VA on Federal level steering committees. The Criminal Predictive Analysis Division conducts criminal analysis to identify and track trends to assure proactive prevention programs globally.

## Functions and Activities

### *Police Oversight and Investigations*

#### Overview

The Law Enforcement Oversight and Criminal Investigations Division's primary responsibilities include the oversight of the VHA (Veteran's Health Administration) Police Inspection Program, conducting and overseeing criminal and internal affairs investigations, and providing technical advice and guidance to VHA facility managers and Police Service Chiefs. This sector oversees the use of force reports and weapons use through VA Police Officers and other significant emergent events.

## Functions and Activities

- Agents conduct comprehensive program inspections of each VA Police Unit every 4 years to determine existing law enforcement and physical security conditions at individual centers throughout the VA system. These inspections are aimed at ensuring that VA security and law enforcement programs are operating efficiently and in accordance with Departmental policy.
- Prepares comprehensive inspection reports which identify program deficiencies and makes recommendations to correct those deficiencies.
- During inspections takes prompt action to recommend the implementation of appropriate security and law enforcement measures and procedures when there is an immediate need to do so.
- Insures regulatory compliance of physical security requirements to prevent loss by burglary from bulk storage areas, robbery, off shelf theft, conspiratorial diversion and skimming.
- Provide technical support in the implementation of corrective actions.
- Develop, coordinate, and disseminate policy and procedures related to VA field facility security and law enforcement operations
- Provides technical advice, guidance, and leadership to VHA facility managers and Police Service Chiefs.
- Evaluates requirements for communication equipment and other technical aids to security at medical center request and prescribes types of telecommunication and electromechanical systems which are to be employed for effective integration with medical center security plans
- OS&LE Agents are also criminal investigators with statutory authority within VA's areas of jurisdiction and frequently conduct or oversee criminal investigations at VA facilities and properties.
- Agents conduct investigations of alleged criminal activity related to VA field facility law enforcement and security as-well-as conduct internal investigations (Criminal and Administrative) on police officers for various infractions.
- Agents are the team leader(s) of the VA Police contingent at the Federal Medical Stations (FMS).

- Agents respond to any Officer Involved Shooting.
- Agents respond to other emergent events at VA facilities
- Agents will respond to COOP locations to establish or support VA, OSP and OS&LE emergency operations and continuity of government operations.

### *Infrastructure Protection*

#### *Overview*

The Infrastructure Protection Division's primary mission is the protection of VA's personnel, property and assets through the development of physical security policy and law enforcement programs and requirements. This Division provides vulnerability and risk assessment tools to field activities and provides direct technical support to VA facility programs.

#### *Functions and Activities*

- Department Policies and related legislation
- Physical security standards and options-Department wide
- Vulnerability and Risk Assessment of all VA properties
- Operational security (oversight) VA Central Office buildings in National Capitol Region
- Participate in VA-wide strategic planning boards and committees
- Lead the Facility Security Committees at 4 GSA buildings in the NCR
- Interagency relationships in NCR
- Interagency Security Committee
- National Infrastructure Protection Plan
- Government Coordinating Council

### *Intelligence and Analysis*

#### *Overview*

The Intelligence and Analysis Division's primary mission is to collect and analyze local, as well as national crime data. This division use's predictive analysis to develop pro-active crime prevention strategies and mitigations for the safety, security and protection of persons and equipment located on Department property.

#### *Functions and Activities*

- Provide 24/7 support to 153 VA Police Units across the United States
- Serve as the point of entry for all Police sensitive information filtered into the VAIOC

- Serve as the Subject Matter Experts on all law enforcement related issues
- Address all law enforcement issues or concerns from VA Sr. Leadership
- Serve as the primary communications element for OSLE Special Agents during incidents at VACO (active shooter, active threat)
- Receive and provide guidance regarding criminal or administrative complaints at the VACO level for investigations or jurisdiction determination.
- Conduct criminal investigations for specific violation identified under the Federal Criminal Code.
- Serve as the liaison with watch officers from various Administrations and staff offices present as a part of the IOC team.
- Serve as the primary liaison with local, State, Federal law enforcement agencies throughout the NCR and across the US, in addition to the Joint Fusion Center at Quantico.
- Provide Situational Awareness within the VAIOC through multiple sources, including but not limited to: law enforcement, private security, and open source material.
- Participate as instructed by the Chief, Intelligence & Crime Analysis Division for disaster drills/training exercises that involve the VAIOC, COOP, and COG.
- Conduct analysis for and participate in VA Special Events as directed (National Veterans Small Business Conference)
- Monitor issues of national, regional, or local interest which may impact a facility located within the locale of the incident, to include, but not limited to inclement weather type incidents, local crime activity, or as directed by the Chief, Intelligence and Crime Analysis Division.
- Maintain the Sexual Assault Database
- Maintain Firearms Related Incident Database
- Analyze crime data and identify patterns and trends to be used for criminal apprehension and crime prevention

### *Executive Protection Division*

#### Overview

The Executive Protection Division's primary mission is to detect, deter, and defend against any threat of harm to the Secretary and Deputy Secretary of the Department of Veterans Affairs.

#### Functions and Activities

- Provide Portal to Portal protection for the Secretary, Department of Veterans Affairs (SECVA)

- Provide personal protection for the SECVA during all travel throughout the United States and abroad
- Provide personal protection for the Department of Veterans Affairs, Deputy Secretary (DEPSECVA) in the Metro Washington, DC area and throughout the United States, based upon the current threat analysis
- Investigate any possible or perceived threats directed towards the SECVA and or DEPSECVA.
- Maintain secure communication devices for emergency contact with White House Entities and VA COOP Sites.

## Law Enforcement Training Center (LETC)

### Overview

The VA Law Enforcement Training Center (VA LETC), located in North Little Rock, Arkansas, provides professional training for all VA Police Officers. Through its Enterprise Fund activities, the LETC also provides training services to other Federal law enforcement agencies. Working under the LETC are four divisions; the Academic Programs Division, Technical Programs Division, Advanced Programs Division and the Training Standards Division.

### Functions and Activities

- Provides all basic, advanced and instructor training and certifications for over 3,700 VA Police officers nationwide through four training divisions.
- Provides training to other government agencies (OGA) with specific limited jurisdiction security and law enforcement needs.
- Serve as subject matter experts concerning the development of training program requirements, associated polices and standard operating procedures.
- Provides technical advice, guidance, and leadership to VHA facility managers and Police Service Chiefs concerning training program requirements and policy.
- Agents assigned to the LETC frequently conduct, assist or oversee criminal investigations at VA facilities and properties.
- Agents conduct or assist with OS&LE agents with internal affairs investigations (criminal and administrative) of VA Police Chiefs and other police personnel.
- Maintain FLETA accreditation through recurring assessments of training programs and academy operation.
- Maintain and issue VA Police officer credentials and badges.
- Manage all training requests and records to include VA Police reporting systems.

- Develop and facilitate the Annual VA Chiefs of Police Training Symposium for continued sustainment training for VA Police management.

### *Academics Division*

#### *Overview*

To provide duly appointed VA Police Officers and Department of Defense Air Force Police Officers with specialized basic training oriented toward agency law enforcement policies and procedures; All Academic Division training will be presented and structured in a manner directed to ensure the proper exercise of federal statutory law enforcement authority. Academic Division courses contain specialized training that will prepare officers for situations that involve patients or persons of diminished capacity, or situations involving specialized needs or jurisdictions. Conceptually, these courses are designed to provide police officers with the knowledge, skills, and abilities to blend their duties as law enforcement officers with the special needs of the public they serve.

#### *Functions and Activities*

- To fulfill the agency's need for training that will ensure students possess basic police knowledge of and attitude toward Federal laws and agency regulations and procedures, particularly in the law enforcement subjects of arrest, search and seizure, and their related constitutional safeguards.
- To explain the guideline standards established by the Office of the Attorney General that require Federal agencies having criminal law enforcement jurisdiction to train all its personnel empowered with law enforcement authority in policies and procedures for preventing the unauthorized use of this authority.
- To fulfill the requirement that VA Police Officers be trained to deal successfully with situations involving patients at VA healthcare facilities (38 USC, Chapter 9).
- A second design consideration of the VA Police Officer Training Course is to provide ancillary training in the broad range of the agency's operational and administrative policies and procedures that govern the daily conduct of law enforcement activities.
- In-Residence training at the LETC is 320 hours (VA BPOC) and 200 hours (AF BPOC) in duration with emphasis on law enforcement in a service environment.
- The 320-hour Basic Police Officer Training Course, which includes the Semi-Automatic Pistol Course are offered to other special-mission or service-oriented federal police agencies.
- Approximately one-fourth of the course length is devoted to interpersonal skills in dealing with situations involving people with diminished capacity.

### *Technical Division*

#### *Overview*

The function of the Technical Division is to provide entry-level and advanced-level Law Enforcement training. Training is normally accomplished through in-residence classes on site at the LETC. Exportable



training to sites other than the LETC may be provided. Export training shall be approved at the Deputy Director level, at a minimum.

### Functions and Activities

- To provide the basic fundamentals of marksmanship, this teaches the student the importance of weapon handling, fundamentals of shooting and the overall manipulation of the duty weapon.
- To prepare the Firearms Instructor who has been selected to manage the firearms program at their department, which includes meeting all of the continuing in-service training requirements. The primary focus of this program is to train instructors on how to teach other officers.
- To re-evaluate every (3) three years the knowledge and growth of VA Firearms Instructors and provide recent updates to VA Firearms Program.
- To provide cutting edge training to VA Firearms Instructors in the Active Threat Response Instructor Course which incorporates the Use of Force Continuum, Shoot / Don't Shoot Scenarios, Isolation Drills and Force on Force scenarios utilizing Simunitions marking cartridges.
- To ensure VA Basic Police Officers are aware and trained on the latest techniques of arrest.
- To prepare those selected to manage and train VA Police officers in Ground Defense and Recovery techniques.
- To re-evaluate every (3) three years the GDR Instructors knowledge in the area of Use of Force, Subject Control, Police Expandable Baton. In addition, the program is re-evaluated for its' effectiveness and usefulness for field level officers.
- To assist former Military Police or those with little or no Law Enforcement experience, make a smooth transition to civilian policing. Training is provided in the area of basic marksmanship, and subject control that consists of handcuffing, Tasers, Handcuffing and Ground Defense and Survival skills.

### *Advance Division*

#### Overview

The Advanced Division's primary mission is two-fold. First, to create and deliver training pertaining to investigative techniques to ensure a thorough and professional investigation is conducted to safeguard our veterans, guests, employees and facilities. Courses include: detective, crime scene photography, crime scene processing, fraud, physical security, traffic accident investigations, evidence custodian, executive protection and advanced patrol officer. Secondly, is to prepare officers for future promotion and compliance with existing regulations, policies and directives related to policing within a healthcare environment. Courses include: introduction to supervision, first level supervisor, executive leadership, police program inspection, administration, dispatcher, instructor development and verbal defense in healthcare.

### Functions and Activities

- Deliver training in the most cost effective means available. Delivery systems are: in-residence, on-line and Mobile Training Team (MTT)
- Actively market training to Other Governmental Agencies (OGA's) to generate additional revenues to defray costs to VA
- Develop training that meets the needs of policing that is unique to the Department of Veterans Affairs
- To assist other divisions within LETC by providing instructors to defray the costs associated with additional FTEE
- Augment Police Oversight and Investigations in conducting program inspections and internal investigations
- Develop a national K-9 policy and create course to educate and maintain appropriate standards

### *Training Support Division*

#### Overview

The Training Support Division is responsible for supporting the multiple functions that are necessary in order to achieve the overall mission of LETC. This includes the developing, reviewing, and updating of policies, procedures, and curriculum as well as the management of the various required resources. The process of meeting and exceeding the structured standards of the FLETA Accreditation process is also tasked to the Training and Support Division. The division is broken down into two branches which are the Curriculum and Administrative Branch and the Training Management Branch. The Curriculum and Administrative Branch includes overseeing the creation, evaluation, testing, review, and revision of training curriculum as well as the ensuring the certification and qualification of all instructors. This branch also covers the administration, accountability, and maintenance of supplies and equipment. The Training Management Branch oversees all the processes that are require to facilitate a student to attend training which starts with registration all the way through graduation.

### Functions and Activities

- Develops new policies and procedures as well as continually reviews current ones.
- Use a systematic approach to creating, developing, evaluating, testing, and revising curriculum.
- Evaluation of training on multiple levels to ascertain whether it meets the needs of the student and client.
- Ensures all process and procedures are strictly followed and are in compliance with FLETA standards
- Registers students, assigns lodging, issues orders, and distributes supplies and equipment.

- Administers tests, collects data, records data, and files accordingly.
- Issues new officer, officer transfer, and retirement badges.
- Monitors all aspects of ACADIS functions.
- Distributes and monitors all monthly web training.

#### Authorities

38 USC 901 – 902

38 CFR 1.218

VA Directive 0720

VA Handbook 0720

VA Directive 0730

VA Handbook 0730

0730/1

0730/3

0730/5

## Appendix A: List of Acronyms

## List of Acronyms

**ACMO** – Advisory Committee Management Office

**Acquisition** – Acquiring new or enhanced capabilities through the conceptualization, initiation, design, development, test/evaluation, production, deployment, logistics support, enhancements, and disposal of materiel solutions, products, and/or services (including construction and research and development) to satisfy business needs. Includes contracting for external resources to support the life-cycle activities.

**ACMV** – Advisory Committee on Minority Veterans

**ACWV** – Advisory Committee on Women Veterans

**ADR** – Alternative Dispute Resolution

**A/E** – VA Architect and Engineering

**AGC** – Assistant General Counsel

**ALAC** – Administrative and Loan Accounting Center

**AMC** – Appeals Management Center – VBA’s centralized processing center for appeals remanded by the BVA.

**AMSUS** – Society of Federal Health Agencies

**ANCC** – American Nurses Credentialing Center

**APGs** – Agency priority goals

**APRNs** – Advanced Practice RNs

**ASD** – Architecture, Strategy and Design

**AS/IT** – Assistant Secretary of Information Technology

**Authority** – Sources that provide authorization for an organization’s missions, functions, and tasks.

**BAS** – Benefits Assistance Service

**BDD** – Benefits Delivery at Discharge

**BEC** – Benefits Executive Council

**BPR** – Business Process Reengineering

**Business owner** – Responsible for the identification and communication of the business needs and accompanying business requirements. Responsible for ensuring the nonmaterial aspects of the business need are satisfied. Performs periodic reviews of current and projected business requirements to determine near and long-term capability gaps. Responsible for identifying and analyzing alternatives using a capabilities-based business analysis framework and determining whether a material solution is required to fill a specific capability gap. Ultimately, responsible for acceptance of acquisition program deliverables throughout the life cycle to ensure the required business outcomes can be achieved.

**BVA** – Board of Veterans’ Appeals

**Capabilities** – Abilities that the VA possesses; it is not tied to the “who” or “how.” Capabilities are expressed in high level terms and reflect the outcome the ability is used to achieve.

**CBO** – Chief Business Office

**CCR** – Clinical Case Registries

**CDS** – Clinical Decision Support

**CDW** – Corporate Data Warehouse

**CFBNP** – Center for Faith-based and Neighborhood Partnerships

**CFM** – Construction and Facilities

**CFR** – Code of Federal Regulations

**CHAMPVA** – Civilian Health and Medical Program of VA

**CHTW** – Coming Home to Work Program

**CIO** – Chief Information Officer

**CMSWS** – Care Management and Social Work Services

**CMV** – Center for Minority Veterans

**CNLs** – Clinical Nurse Leaders

**CNS** – Clinical Nurse Specialist

**Contracting** – Purchasing, renting, leasing or otherwise obtaining supplies or services. Contracting includes description (but not determination) of supplies and services required, selection and solicitation of sources, preparation and award of contracts and all phases of contract administration including payments, receipts, and auditing.

**COOP** – Continuity of Operations Plan

**COSVA** – Chief of Staff of Veterans Affairs

**COTR** – Contracting Officer Technical Representative

**CPACs** – Consolidated Patient Account Centers

**CRNA** – Certified Registered Nurse Anesthetists

**CSBP** – Center for Small Business Programs

**CSEMO** – Corporate Senior Executive Management Office

**CVE** – Center for Veterans Enterprises

**CWINRS** – An automated case management system supporting the VRE program.

**CWV** – Center for Women Veterans

**CWVW** – Children of Women Vietnam Veterans

**DBQs** – Disability Benefits Questionnaires

**DCIO** – Deputy Chief Information Officer

**DEMO** – Disability Examination Management Office

**DEPSECVA** – Deputy Secretary of Veterans Affairs

**DIC** – Dependency Indemnity Compensation

**DLOs** – Designated Learning Officers

**DoD** – Department of Defense

**DOT** – Department of Transportation

**EA** – Enterprise Architecture

**EBP** – Evidence-Based Practice

**ECF** – Executive Career Field

**EDW** – Enterprise Data Warehouse

**EEO** – Equal Employment Opportunity

**EEOC** – Equal Employment Opportunity Commission

**EES** – Employee Education System

**EHR** – Electronic Health Record

**EO** – Executive Order

**ePMO** – enterprise Program Management Office

**EPSS** – Electronic Performance Support System

**ESC** – Executive Synchronization Committee

**EVEAH** – Enhancing Veteran Experience and Access to Health Care

**FACC** – Federal Acquisition Certifications in Contracting

**FAR** – Federal Acquisition Regulation

**FEA** – Federal Enterprise Architecture – A comprehensive business-driven blueprint of the entire Federal Government.

**FIPS** – Federal Information Processing Standard

**FIRP** – Federal Individualized Recovery Plans

**FISMA** – Federal Information Security Management Act

**FOIA** – Freedom of Information Act

**FOM** – Functional Organization Manual

**FRC** – Federal Recovery Coordinators

**FRCP** – Federal Recovery Coordination Program

**FSGLI** – Family Servicemembers’ Group Life Insurance

**FSIP** – Federal Service Impasses Panel

**FSS** – Field Security Service

**Functions** – Functions are the appropriate or assigned duties and responsibilities of an office or organization. Functions are derived from the principal elements of an activity’s mission, elements that differentiate one activity from another (i.e., what the organization does).

**GAO** – Government Accountability Office

**GOE** – General Operating Expense

**GSA** – General Services Administration

**HAISS** – Healthcare Associated Infections and Influenza Surveillance System

**HBPC** – Home-based Primary Care

**HCIP** – Human Capital Investment Plan

**HCV** – hepatitis C

**HEC** – Health Executive Council

**HHS** – Department of Health and Human Services

**hi<sup>2</sup>** – Health Informatics Initiative

**HIPAA** - Health Insurance Portability and Accountability Act

**HIV** – Human Immunodeficiency Virus

**HR** – Human Resource

**HRRO** – Healthcare Retention and Recruitment Office

**HR&SS** – Human Resources and Staffing Services

**HSPD** – Homeland Security Presidential Directive

**HTM** – Healthcare Talent Management

**HUB** – Historically Underutilized Business

**HUD** – Department of Housing and Urban Development

**ICS** – Internal Controls Service

**ICD-10** – International Classification of Diseases version 10

**IDES** – Integrated Disability Evaluation System

**iEHR** – Integrated Electronic Health Record – Veterans Affairs and DoD common information and health records system consisting of shared applications, common architecture, and common data model.

**IHS** – Indian Health Service

**IPO** – Interagency Program Office (IPO)

**IRIS** – Inquiry Routing and Information System

**ISO** – International Organization for Standardization

**IT** – Information Technology

**ITC** – Information Technology Center

**ITRM** - IT Resource Management

**JIF** – Joint Incentive Fund

**JEC** – Joint Executive Council

**JSP** – Joint Strategic Plan

**KMP** – Knowledge Management Portal

**LAPP** – Lender Appraisal Processing Program

**LGY** – Loan Guaranty Service

**LMR** – Labor-Management Relations

**MI** – Major Initiative – Major initiatives that represent the highest priorities of the VA.

**Mission** – Mission statements should include the name of the organization, its responsibilities, and who the organization supports or provides services to. Indicate approving authority and date approved.

**MSC** – Military Service Coordinators

**MSNs** – Memorial Service Networks

**MTFs** – Military Treatment Facilities

**MVPCs** – Minority Veterans Program Coordinators

**NADL** – Native American Direct Loan

**NCA** – National Cemetery Administration – 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.

**NCEHC** – National Center for Ethics in Health Care

**NCOD** – National Center for Organization Development

**NCPS** – National Center for Patient Safety

**NDCO** – National Data Center Operations

**NFTS** – National Finance Training Strategy

**NGO** – Non-Governmental Organization

**NIST** – National Institute of Standards and Technology

**NLC** – National Leadership Council

**NSLI** – National Service Life Insurance

**OAA** – Office of Academic Affiliations

**OALC** – Office of Acquisition, Logistics and Construction

**OBPI** – Office of Business Process Integration

**OCLA** – Office of Congressional and Legislative Affairs

**ODA** – Office of Disability Assistance

**ODMA** - Office of Disability and Medical Assessment

**OEC** – Office of Enterprise Communications



**OEDCA** – Office of Employment Discrimination Complaint Adjudication

**OEF** – Operation Enduring Freedom

**OEO** – Office of Economic Opportunity

**OFO** – Office of Field Operations

**OFPP** – Office of Federal Procurement Policy

**OGC** – Office of General Counsel

**OHE** – Office of Health Equity

**OHRA** – Office of Human Resource Administration

**OHRM** – Office of Human Resources Management

**OHT** – Office of Healthcare Transformation

**OIHA** – Office of Interagency Health Affairs

**OIA** – Office of Informatics and Analytics

**OIF** – Operation Iraqi Freedom

**OIG** – Office of Inspector General

**OIT** – Office of Information Technology

**OMB** – Office of Management and Budget

**OM** – Office of Management

**OMI** – Office of the Medical Inspector

**ONCHIT** – Office of the National Coordinator for Health IT

**OND** – Operation New Dawn

**ONS** – Office of Nursing Services

**OPCS** – Office of Patient Care Services

**OPA** – Office of Public Affairs

**OPM** – Office of Personnel Management

**OPP** – Office of Policy and Planning

**ORCS** – Office of Readjustment Counseling Service

**ORD** – Office of Research and Development

**ORM** – Office of Resolution Management

**ORO** – Office of Research Oversight

**OSA** – Office of Survivors Assistance

**OSD** – Office of the Secretary of Defense

**OSDBU** – Office of Small and Disadvantaged Business Utilization

**OSHA** – Occupational Safety and Health Administration

**OSP** – Office of Operations, Security, and Preparedness

**OSVA** – Office of the Secretary

**PACT** – Patient-Aligned Care Team

**PA&I** – Performance Analysis and Integrity

**PAR** – Performance Accountability Report

**PAS** – Personnel Accountability System

**PCCCT** – Patient-Centered Care and Cultural Transformation

**PCRs** – Public Contact Representatives

**PCS** – Patient Care Services

**PD** – Product Development  
**P&F** – Pension and Fiduciary  
**PIV** – Personal Identity Verification  
**PL** – Public Law  
**P&LO** – Procurement and Logistics Office  
**PLMS** – Pathology and Laboratory Medicine Services  
**PMAS** – Project Management Accountability System  
**PMCs** – Pension Management Centers  
**PMO** – Program Management Office  
**PPBE** – Planning, Programming, Budgeting and Execution  
**PTSD** – Posttraumatic Stress Disorder  
**QPO** – Quality, Performance & Oversight  
**RCOs** – Research Compliance Officers  
**RFL** – Revolving Fund Loan  
**RMC** – Records Management Center  
**RO** – Regional Offices  
**SAA** – State Approving Agencies  
**SAC** – Strategic Acquisition Center  
**SAH** – Specially Adapted Housing  
**SAPP** – Servicer Appraisal Processing Program  
**SDE** – Service, Delivery and Engineering  
**S-DVI** – Service-Disabled Veterans Insurance  
**SDVO SB** – Service Disabled Veteran-Owned Small Business  
**SECVA** – Secretary of Veterans Affairs  
**SELDP** – Senior Executive Leadership Development Program  
**SES** – Senior Executive Service  
**SGLI** – Servicemembers’ Group Life Insurance  
**STAR** – Systematic Technical Accuracy Review  
**Supporting Initiatives** – Initiatives that contribute to the VA’s Integrated Strategy.  
**TAC** – Technology Acquisition Center  
**TAP** – Transition Assistance Program  
**Tasks** – Tasks are requirements accomplished in connection with existing program policy directives or written tasking agreements (i.e., how the organizations provides a service).  
**TBI** – Traumatic Brain Injury  
**TMA** – TRICARE Management Activity  
**TMS** – Talent Management System  
**TNC** – Travel Nurse Corps  
**TPSS** – Training Performance Support Systems  
**TSGLI** – Servicemembers’ Group Life Insurance Traumatic Injury Protection  
**USB** – Under Secretary for Benefits  
**USC** – United States Code  
**USGLI** – United States Government Life Insurance

**USH** – Under Secretary for Health

**USMA** – Under Secretary for Memorial Affairs

**VA** – Department of Veterans Affairs

**VACM** – Veterans Affairs Draft Capability Model – A program that reflects the operations and capabilities of VA.

**VACO** – VA Central Office – Veterans Affairs Central Office located in Washington, DC

**Vai2** – VA Innovation Initiative

**VALU** – VA Learning University

**VAMC** – Veterans Affairs Medical Centers

**VBA** – Veterans Benefits Administration – Administers benefits and services to Veterans, Service Members, and their dependents, and their survivors, including compensation, pension, education assistance, home loan guaranty, vocational rehabilitation and employment assistance, and life insurance coverage.

**VBMS** – Veterans Benefits Management System

**VEI** – Veterans Employment Initiative

**Veteran** – A person who served in the active military, naval, or air service, and who was discharged or released under conditions other than dishonorable.

**VETSNET** – Veterans Service Network - A database that supports Veterans Benefits Administration systems used to administer Veterans benefits.

**VGLI** – Veterans' Group Life Insurance

**VHA** – Veterans Health Administration – Integrated health care system that provides comprehensive medical care to Veterans to improve their health and well-being.

**VISN** – Veterans Integrated Service Network – Veterans' health care in the U.S. is separated geographically into 21 regions known as VISNs, or Veterans Integrated Service Networks, into systems within each network headed by medical centers, and hierarchically within each system by division level of care or type.

**VistA** – A VA imaging system used for the Electronic Health Record

**VMLI** – Veterans' Mortgage Life Insurance

**VORS** – Veterans Outreach Reporting System

**VRE** – Vocational Rehabilitation and Employment

**VRI** – Veterans' Reopened Insurance

**VRM** – Veterans Relationship Management

**VSLI** – Veterans' Special Life Insurance

**VSOs** – Veterans Service Organizations

**VSOC** – VetSuccess on Campus

**WG** – Work Group

**WHS** – Women's Health Services

**WH OFBNP** – White House Office of Faith-based and Neighborhood Partnerships

**WVHSHG** – Women Veterans Health Strategic Health Care Group

**YRRP** – DoD Yellow Ribbon Reintegration Program

## Appendix B: Organization Charts -- Alternate Representations

## Department of Veterans Affairs

- Secretary
- Deputy Secretary
- Chief of Staff
  - Inspector General
  - General Counsel
  - Board of Veterans' Appeals
  - 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 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
- Deputy Secretary of Veterans Affairs
- Chief of Staff
- Deputy Chief of Staff
  - Immediate Office of the Secretary
  - Executive Secretariat
  - Office of Mission Operations
  - Office of Administrative Operations
  - Office of Strategic Engagement
    - Non-governmental Organization Office
    - Veterans Service Organization Liaison
    - Office of Client Relations
  - 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
  - Office of Interagency Care and Benefits Coordination

## 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 General Counsel

- General Counsel
  - Principal Deputy General Counsel
    - Director, Office of Accountability Review
    - Legislative 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
      - Attorney-Advisor (Equal Employment Opportunity)
  - 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 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

## Veterans Benefits Administration

- Under Secretary for Benefits
- Principal Deputy Under Secretary for Benefits
  - 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
    - Office of Transition, Employment, and Economic Impact
  - 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
    - Regional Offices
      - National Cemeteries
    - Cemetery Development and Improvement Service
    - Memorial Programs Service
      - Operations
      - Presidential Memorial Certificates
      - Applicant Assistance
      - First Notice of Death
      - Program Support
      - MPS Processing Sites
      - Centralized Processing Appeals
    - Director, Office of Field Programs
      - Scheduling and Eligibility Office
      - Deputy Director, Office of Field Programs
        - *Current and Integrated Operations*
        - *Policy, Planning, and Communications*
        - *Emergency Preparedness*
  - 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 and Compliance Service
- Deputy Under Secretary for Management
  - Human Capital Management
    - Training and Workforce Development
    - Human Resources Center – Indianapolis, IN
    - Policy and Programs
  - Information Technology Business Requirements and Administrative Service
  - Memorial Benefits Management Systems Project Management Office
  - Management and Communication Service
    - History
    - Executive Correspondence
    - Communications/Outreach
  - Contracting Service
    - Contracting – Stafford, Virginia
    - Contracting – Washington, D.C.
  - Design and Construction Service

## Office of Congressional and Legislative Affairs

- Assistant Secretary for Congressional and Legislative Affairs
  - Special Assistants
  - Director for Congressional Affairs
    - Legislative Affairs Service
    - Benefits Legislative Affairs Service
    - Congressional Reports and Correspondence Service
  - Associate Deputy Assistant Secretary
    - Health Legislative Affairs Service
    - Corporate Enterprise Legislative Affairs Service
    - Operations and Administration
  - Deputy Assistant Secretary for Intergovernmental Affairs
    - Office of Tribal Government Relations
    - Intergovernmental Relations



## Office of Human Resources and Administration

- Assistant Secretary for Human Resources and Administration
  - Principal Deputy Assistant Secretary
    - Corporate Senior Executive Management Office
    - Office of Administration
    - Office of Diversity and Inclusion (ODI)
    - Office of Human Resources and Management (OHRM)
    - Office of Labor Management Relations (OLMR)
    - Office of Resolution Management (ORM)
    - VA Learning University (VALU)
    - Veteran Employment Services Office (VESO)
    - Strategic Planning and Organizational Performance (SPOP)
    - Budget and Risk Management (BRM)
    - Program Management and Acquisition Support (PM/AS)
    - Strategic Communications
    - Special Assistant for MyVA

## Office of Information and Technology

- Executive in Charge and Chief Information Officer
  - Deputy Director, Interagency Program Office
  - Executive Director, Quality, Performance and Oversight
    - Office of Enterprise Risk Management
    - Office of Policy, Performance, and Oversight
    - Project Coordination Service Office
    - Office of Executive Correspondence
  - Deputy Chief Information Officer, Architecture, Strategy and Design
    - Enterprise Architecture
    - Product and Platform Management
    - Technology Strategies
    - Process and Knowledge Management and Communications Service
    - ASD Business Office
  - Deputy Chief Information Officer, Customer Advocacy
    - Advocate for Benefits
    - Advocate for Health
    - Advocate for Corporate
  - Deputy Chief Information Officer, Information Technology Resource Management
    - IT Budget and Finance
    - IT Acquisition Strategy and Space/Facilities Management
    - IT Workforce Development
  - Deputy Chief Information Officer, Information Security
    - OIT Front Office
    - OIS Business Office
    - Field Security Service
    - Office of Business Continuity
    - Office of Cyber Security
    - Office of Privacy and Records Management
    - VA Network Security Operations Center
  - Deputy Chief Information Officer, Product Development
    - Project Management
    - Development Management

- Integration Management
- Business Office
- Project Management and Accountability System Business Office
- Deputy Chief Information Officer, Service Delivery and Engineering
  - OI&T Field Operations
  - OI&T Enterprise Operations
  - Enterprise Systems Engineering
  - National Service Desk
  - IT Service Management

## Office of Management

### Chart 1: Office of Management

- Office of Budget
- Office of Asset Enterprise Management
- Office of Business Oversight
- Office of Finance
- Office of Performance Management

### Chart 2: Office of Management

- Assistant Secretary for Management and Chief Financial Officer
  - Principal Deputy Assistant Secretary
    - Deputy Assistant Secretary for Finance
      - Office of Financial Business Operations
      - Office of Financial Process Improvement and Audit Readiness
      - Office of Financial Policy
      - Franchise Fund Oversight Office
      - Debt Management Center
      - Financial Services Center
    - Director, Office of Asset Enterprise Management
      - Capital Operations and Program Service
      - Capital Asset Policy, Planning and Strategic Service
      - Investment and Enterprise Development Service
      - Capital Asset Management Service
      - Green Management Program Service
      - Enterprise Risk Management Service
    - Director, Office of Business Oversight
      - Management Quality Assurance Service
        - *Administrative Services Division*
        - *Review Services Division*
        - *Purchased Care Division*
        - *Health Care Financial Assurance Division*
        - *Asset Accountability Division*
        - *Benefits Financial Assurance Division*

- Internal Controls Service
- Deputy Assistant Secretary for Budget
  - Associate Deputy Assistant Secretary for Program Budgets
  - Associate Deputy Assistant Secretary for Budget Operations
- Director, Office of Performance Management

*Chart 3: Office of Finance*

- Assistant Secretary for Management and Chief Financial Officer
  - Principal Deputy Assistant Secretary
  - Deputy Assistant Secretary for Finance
    - Office of Financial Business Operations
      - Payroll/Human Resources Systems Service
      - Financial Management Systems Service
    - Office of Financial Process Improvement and Audit Readiness
      - Financial Process Improvement and Audit Readiness Service
      - Data Quality Service
    - Office of Financial Policy
      - Accounting Policy Office
      - Cash, Cost and Debt Management Service
      - Grants Management Service
      - Management and Financial Reports Service
    - Franchise Fund Oversight Office
    - Debt Management Center
      - Operations Directorate
      - Strategic Management and Special Operations Directorate
    - Financial Services Center – Austin, Texas
      - Corporate Travel and Reporting Office
      - Financial Accounting Service
      - Financial Healthcare Service
      - Financial Operations Service
      - Financial Support Service
      - Purchase Card and Travel Service

*Chart 4: Office of Budget*

- Office of the Deputy Assistant Secretary for Budget
  - Associate Deputy Assistant Secretary for Program Budgets
    - Director, Medical and IT Programs
    - Director, Benefit Programs
  - Associate Deputy Assistant Secretary for Program Operations
    - Director, Management Programs
    - Budget Review and Coordination

## Office of Public Affairs

- Assistant Secretary for Public Affairs
  - Chief of Staff
  - Special Assistant
  - Deputy Assistant Secretary Office of Public Affairs
    - Director, Field Operations
    - Director, Digital Media Engagement
    - Director, Media Relations
    - Press Secretary
    - Executive Writers
  - Executive Director
    - Veterans Sports Programs and Special Events
    - National Veterans Outreach Office
    - Homeless Veterans Outreach and Strategic Communications

## 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
      - Interagency Collaboration and Integration Service
      - Integrated Disability Evaluation System
    - Enterprise Program Management Office
      - Operational Management Review
      - Management Systems Improvement
      - Program Management Policy
    - Center for Innovations



## Office of Operations, Security, and Preparedness

- Assistant Secretary for Operations, Security and Preparedness
  - Principal Deputy Assistant Secretary
  - Special Assistant
  - Staff Assistant
  - Deputy Assistant Secretary for Emergency Management and Resilience
    - 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
    - Identity Credential and Access Management (ICAM)
    - Personnel Security and Suitability (PSS)
    - Security Investigations Center (SIC)
  - Director for Office of Resource Management
    - Human Resources Management
    - Administrative and Logistics Management
    - Financial Management
    - Support Services
  - 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 Standards Program

## Office of Acquisition, Logistics, and Construction

### Chart 1: Office of Acquisition, Logistics, and Construction

- Principal Executive Director, Office of Acquisition, Logistics, and Construction
  - Deputy Assistant Secretary, Office of Acquisition and Logistics
  - Executive Director, Office of Acquisition Operations
  - Executive Director, Office of Construction and Facilities Management

### Chart 2: Office of Acquisition and Logistics

- 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
      - Office of Business Services
      - Office of CFO, Supply Fund
      - Office of Acquisition Human Capital Management Services
      - Office of Acquisition Systems Integration
    - Associate Deputy Assistant Secretary, Office of Policy Systems and Oversight
      - Office of Procurement Policy and Warrant Management Services
      - Office of Enterprise Acquisition System Services
      - Office of Risk Management and Compliance Services
    - Associate Deputy Assistant Secretary, Office of Logistics and Supply Chain Management
      - Office of Logistics Policy and Supply Chain Management
      - Office of Logistics Support Services
    - Associate Deputy Assistant Secretary, Office of National Healthcare Acquisition
      - Office of Business Resource Services
      - Office of Federal Supply Services
      - Office of National Contract Services
      - Office of Denver Acquisition and Logistics Center
    - Chancellor, VA Acquisition Academy
      - Vice Chancellor, Acquisition Internship
      - Vice Chancellor, Facilities Management School
      - Vice Chancellor, Supply Chain Management School

- Vice Chancellor, Contracting Professional School
- Vice Chancellor, Program Management School
- Learning Standards Office

*Chart 3: Office of Acquisition Operations*

- Principal Executive Director, Office of Acquisition, Logistics, and Construction
  - Executive Director, Office of Acquisition Operations
    - Senior Acquisition Technical Advisor
    - Associate Executive Director, Technology Acquisition Center (TAC)
      - TAC Procurement Services A
      - TAC Procurement Services B
      - TAC Procurement Services C
      - TAC Procurement Services D
      - TAC Operations Service
      - TAC Program Advisory Service
      - TAC Acquisition Rapid Response Team
      - TAC Austin
    - Associate Executive Director, Strategic Acquisition Center (SAC)
      - SAC Procurement Services A
      - SAC Procurement Services B
      - SAC Procurement Services C
      - SAC Program Advisory Service
      - SAC Acquisition Rapid Response Team
      - SAC Operations Service
      - SAC Compliance Service
      - SAC Frederick
    - Director, Customer Advocacy Service
    - Director, Acquisition Business Service (ABS)
      - ABS Simplified Acquisition Procurement Division
      - ABS Operations Review Division
      - ABS Contract Closeout Division

*Chart 4: Office of Construction and Facilities Management*

- Principal Executive Director, Office of Acquisition, Logistics, and Construction

- Executive Director, Office of Construction and Facilities Management
  - Associate Executive Director, Office of Operations
    - Office of Operations – National Region
    - Office of Operations – Eastern Region
    - Office of Operations – Central Region
    - Office of Operations – Western Region
    - Office of Operations – Real Property Service
  - Associate Executive Director, Office of Facilities Planning
    - Facilities Planning Development Service
    - Facilities Standards Service
    - Cost Estimating Service
  - Associate Executive Director, Office of Resource Management
    - Financial Management Service
    - Database Management and Logistics Service
    - HR and Training Service
  - Associate Executive Director, Office of Facilities Acquisition
    - AE Construction Contracting Policy
    - Acquisition Support National Region
    - Acquisition Support Eastern Region
    - Acquisition Support Central Region
    - Acquisition Support Western Region
  - Associate Executive Director, Consulting Support Section
  - Associate Executive Director, Office of Programs and Plans
    - Consulting Service
    - Construction Program Management Service
    - Real Property Program Management Service
    - Quality Assurance Service